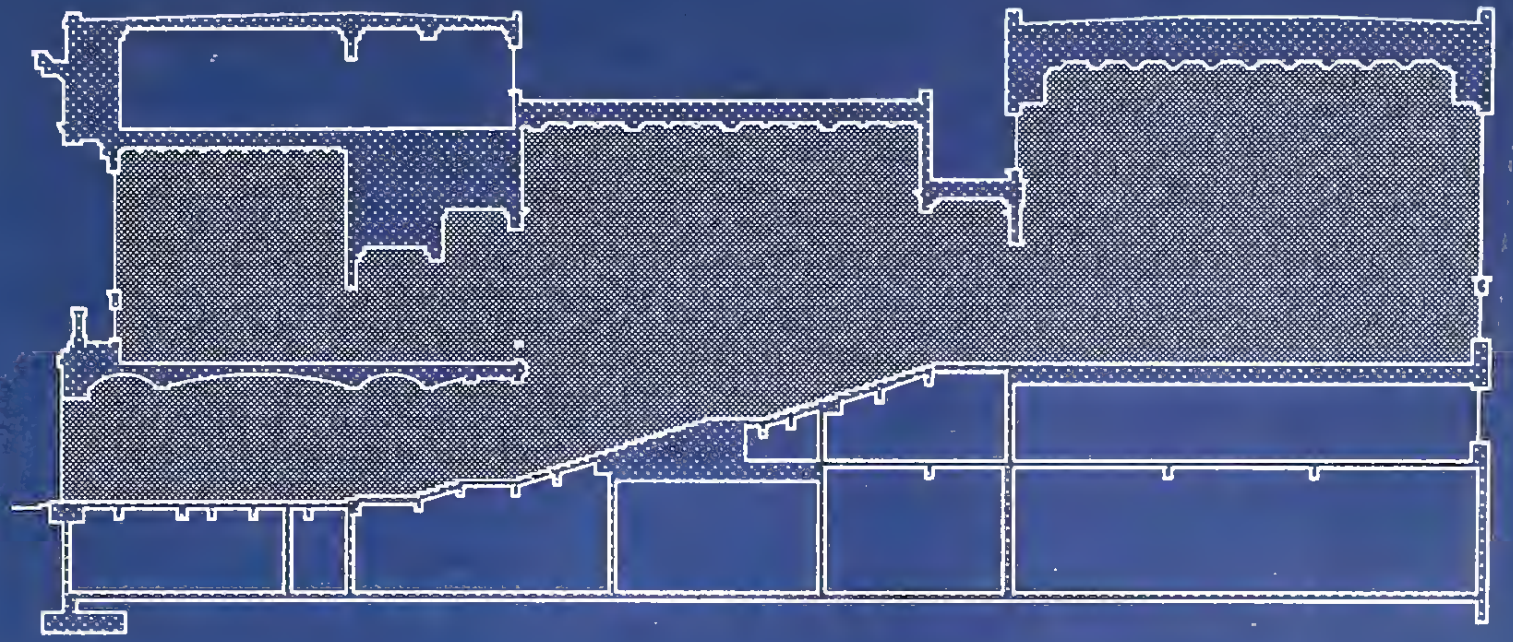

San Francisco Public Library Building

Alternate Uses Study

Skidmore, Owings & Merrill San Francisco, California

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Alternate Uses Study
Final Report
September 1, 1987

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Executive Summary

In April of 1987, SOM was selected to undertake a 90-day study of alternate uses for the San Francisco Main Library building at the Civic Center. The Friends of the San Francisco Public Library, a nonprofit group, funded this study as part of a long-range view of the needs of the Main Library and the implications of various options addressing those needs. San Francisco City officials, working as part of a Task Force on the Civic Center appointed by the Mayor, participated in the study as part of a comprehensive review of the past, present and future of the uses and physical resources of the Civic Center. Parallel to this study was a study of the building's fit with the new Main Library program, as well as a similar study for the San Francisco Courts.

Existing Building

The first set of tasks included a review of the capacity of the existing building and the unique characteristics which may affect the fit of potential uses. The existing building contains approximately 130,000 gross square feet, exclusive of the modular stack floors. Some of its unusual characteristics include two very large light wells on either side of the monumental staircase, which effectively divide the interior into separate blocks of space; the unusually high ceilings of some of the spaces; and the linear, processional quality of the spaces, as they lead from one to another.

Significant Spaces

One of SOM's initiatives in this study was to determine which spaces are of such significant architectural value that their preservation should be taken into account in the implementation of Alternate Uses. The ground floor entry area, the monumental staircase, the "Delivery Room" at the top of the stair, and the main reading rooms on the south and west of the second floor were identified as such Significant Spaces. Uses which can effectively preserve these spaces, in such a way that they can be experienced by the public, were found more successful than those which do not.

Addition and Infill

The potential capacity of the building and its site was investigated by means of prototypical Addition and Infill studies with an option for a major addition on the 45 Hyde Street Site. This provided an overall sense of the space available to new uses for the building, which amounts to approximately 280,000 square feet (within the 80 foor height limit, without demolishing significant spaces, and without extending the basement area into the Fulton Street mall). These also formed the basis of conceptual structural, mechanical and electrical engineering approaches to adapt to alternate uses.

Process

The next step was to identify a set of uses which fit basic criteria for the Civic Center location and building character. Five major types of uses were investigated in some detail: Museum, Office, Conference, Performing Arts, and Mixed Cultural Uses. For each of these, generic program assumptions were developed. Each use was then tested in the building three dimensionally, and its fit diagrammed in isometric drawings prepared using SOM's CAD software. These formed the basis of square footage and "order of magnitude" cost projections. Finally, each was evaluated using criteria developed for the study.

Generic Programs

A key characteristic of SOM's approach to this study of Alternate Uses is the use of generic building programs, as opposed to the programs of specific organizations or individuals. The Main Library building is capable of accommodating almost any new tenant, if the qualities of spatial fit, appropriateness of use, preservation of significant spaces, cost and efficiency, among other factors, are not at issue. But it is precisely these factors which will determine what are, in fact, the types of uses best physically suited to the building. The questions of the demand for space, the logistics of transferring the building to new occupancies, and the funding of such transfers, if such is to be the future of the building, can then logically follow this investigation into which types of uses best fit the building.

Order of Magnitude Costs

For each alternative use, an order of magnitude cost estimate was made for the purpose of comparing the relative cost of uses one to another. Allowances were made for architectural restoration costs, which are difficult to estimate, as no detailed study has been made of the condition of the building. Allowances were also made for specific program requirements which may be required by a specific user. Contingencies were added, and construction costs were converted to project costs. These order of magnitude costs are preliminary, and more detailed work should be undertaken before costs can be developed for project budgets for any specific program.

Evaluation Criteria

Ten criteria were developed to test the success of each of the use options: 1) Cultural Use, 2) Civic Business, 3) Urban Design, 4) Significant Spaces, 5) Spatial Compatibility, 6) Usable Area, 7) Functional Layout, 8) Public Circulation, 9) Service Circulation, and 10) Relative Cost. The primary purpose of the evaluation criteria is to identify the trade-offs involved in the implementation of each alternative use within the building. The purpose is not to produce a bottom-line sum or single answer; in fact, the higher the number of uses which fit the Library building with relative success, the happier the outcome of this study.

Museum

SOM found that the best fit was realized by the Museum programs. The processional, linear nature of the significant spaces in the existing building fit public circulation and gallery programs particularly well. Three options were drawn: Museum A, without an addition at 45 Hyde Street; Museum B, with a major gallery addition; and Museum C, with an auditorium addition. Museums B and C provide more space than any existing Museum in San Francisco, and may be able to draw major travelling exhibits which existing Museum spaces may not be able to accommodate. Because of the natural fit of Museum uses, the relative cost of implementation appears to be reasonable: $25-$27 million for Museum A at 136,000 square feet; $39-$42 million for Museum B at 217,000 square feet; and $39-$42 million for Museum C at 212,000 square feet.

Mixed Cultural Uses

Another particularly successful set of uses are associated with Mixed Cultural Programs: a combination of gallery, theatre, film, classroom, arts library, practice rooms, and similar spaces. The Library building can provide a variety of space types, which, with a theatre addition at 45 Hyde Street, allow a tailored fit of each of these uses within the building, sharing the major public entry and circulation with excellent results. A major flyloft would be required for the theatre, increasing costs as well as the perceived mass of the building, as compared to the Museum option, but the building seems especially well suited for this type of use. Costs are reasonable for the cultural uses in question: $40-43 million for 201,000 square feet.

Conference Uses

Two scales of conference programs were tested: a smaller facility, Conference A, with a 250 seat auditorium, and meeting rooms for groups of 15 to 60; and a larger facility, Conference B, with a 600-seat auditorium addition, as well as the 250 seat facility, and flexible meeting rooms for 15 to 150 persons, and an exhibition hall. Such a facility may work in concert with Brooks Hall. The conference centers fit relatively well with the building, but require significant alterations to the reading rooms on the second floor. Public circulation works particularly well, and costs appear appropriate to the use. Conference A is estimated at $26-28 million for 153,000 square feet; Conference B at $36-41 million for 222,000 square feet.

Theatre

In order to build a 1500 to 1800 seat theatre within the Library building site, the Delivery Room at the top of the monumental stairway must become part of the space available for new construction. Given this compromise, a functioning theatre facility can be laid out, with public arrival via the stairway, and a flyloft set back a reasonable distance from Hyde Street. Adequate backstage space can be provided to meet the needs of major performing arts activities. Costs are high relative to the other uses under consideration, at $43-48 million for 176,000 square feet, but the result is essentially a new theatre, with the historic building's facade and entry spaces.

Civic Office

Four variations in the civic office program were tested, from Office A, utilizing the existing building, to Office D, in which the interior is completely demolished and replaced with new construction. Civic office uses, while providing large amounts of space, do not appear to result in office spaces with successful layouts. With few changes to the existing building, office spaces tend to be inefficient, with circuitous corridors, and the significant spaces must be considerably altered to work as offices. With demolition and rebuilding, many office spaces are up to 80 feet from the perimeter wall, and the window locations on the exterior of the building do not align with efficient office floor-to-floor heights, so that many spaces are without natural light. Costs of office space in the building are also high relative to new construction. Office A was estimated at $25-27 million for 153,000 square feet; Office B at $43-49 million for 289,000 square feet; Office C at $39-42 million for 217,000 square feet; and Office D $65-75 million at 436,000 square feet. In sum, civic office uses are probably not cost-effective in this building.

Recommendations: Next Steps

SOM recommends that the Alternate Uses study be followed with Feasibility Studies for each successful use for which there is sufficient interest. These further studies would address market, demand, specific program requirements and income potential.

Introduction

Background to Study

In April of 1987, SOM was selected to undertake a 90-day study of alternate uses for the San Francisco Main Library building at the Civic Center. The Friends of the San Francisco Public Library, a non-profit group, funded this study as part of a long-range view of the needs of the Main Library and the implications of various options addressing those needs. At the same time, San Francisco City officials, working as part of a Task Force on the Civic Center appointed by the Mayor, participated in the framing of the study as part of a comprehensive review of the past, present and future of the uses and physical resources of the Civic Center.

Parallel to this study are two related investigations: a review by Becker and Hayes, Inc., and the OMNI Group, Inc., of the potential for the Main Library site to accomodate the program for "Functional and Space Requirements for a New Library Building", prepared by the same group; and a review by Esherick, Homsey, Dodge and Davis, with Walter Sobel, of the potential for the building to accomodate a portion of the program for the San Francisco Courts.

Participants in SOM's client group for the study include:

- Margaret Mayer, Executive Director, Friends of the San Francisco Public Library
- Marilyn Smulyan, Planning Coordinator, Friends of the San Francisco Public Library
- Marjorie Stern, Library Commissioner
- Mary Louise Stong, Library Commissioner
- Karen Scannell, Interim City Librarian
- Peter Henschel, Deputy Mayor
- Norman Karasick, City Architect
- Calvin Malone, Department of City Planning

SOM is also grateful for the participation of the following individuals and organizations who were consulted during the course of the study:

San Francisco Landmarks Preservation Advisory Board
James W. Haas, Friends of the San Francisco Public Library
S. Leonard Auerbach
OMNI Group, Inc./Becker and Hayes, Inc.
Helen Sause and Catherine Pickering,
San Francisco Redevelopment Agency Community Development Group,
Yerba Buena Center
Esherick, Homsey, Dodge & Davis

Process

SOM's first set of tasks included a review of the capacity of the existing building and the unique characteristics which may affect the potential fit of alternate uses (see "The Library Building", below). The Urban Design role of the building in the Civic Center was also addressed at this point in the study, insofar as these issues may have a bearing on Alternate Uses for the building.

The potential capacity of the building and its site was investigated first by means of prototypical "Addition" and "Infill" studies (see "New Construction", below). This provided an overall sense of the space available for new uses for the building. These studies also formed the basis of conceptual structural, mechanical and electrical engineering approaches to adapt to alternate uses.

The next step was to identify a set of uses which met basic criteria for fit with the Civic Center location and building character (see "Program Assumptions and Evaluation Criteria", below). Criteria for the comparative evaluation of these uses was developed early in the study for review.

Five major types of uses were investigated in some detail: Museum, Office, Conference, Performing Arts, and Mixed Cultural Uses (see major sections below on each use). For each of these, generic program assumptions were developed, based on SOM's experience and review of related programs. Each use was then tested in the building three dimensionally, and its fit diagrammed in isometric drawings. These formed the basis of square footage and "order of magnitude" cost projections. Finally, each was evaluated using the above-mentioned Evaluation Criteria.

Given the relatively brief 90-day schedule for the study, and the need to concentrate on "large-scale" issues which may reasonably be considered in reviewing alternate uses for the building, a number of clarifying and simplifying assumptions were made. Among the most basic of these are:

1. The entire block, including the 45 Hyde Street building site, was included in the study. In most cases, uses were reviewed as they might fit both with and without a new addition on the 45 Hyde Street site.

2. Uses were reviewed "from the point of view of the building", e. g. appropriateness and physical fit, rather than from the point of view of demand or potential identifiable tenants.

3. The current 80 foot height limit was assumed as the maximum height limit for the building and projected new construction on the block.

4. The architectural condition and structural integrity of the building were not per se subjects of this study. Brennier Associates, Structural Engineers, undertook a study of the work required to allow the structural system of the existing building to meet current code requirements.

5. Underground additions below adjacent Fulton Street were not contemplated as a part of this study, as they did not appear to benefit any of the uses under consideration.

6. "Generic" program information was developed for each use under consideration, so that the investigation of each was not tied to the particular needs of any single organization or entity.

7. The investigation of each use attempted to "optimize" the fit within the building, as much as feasible within the time frame of the study.

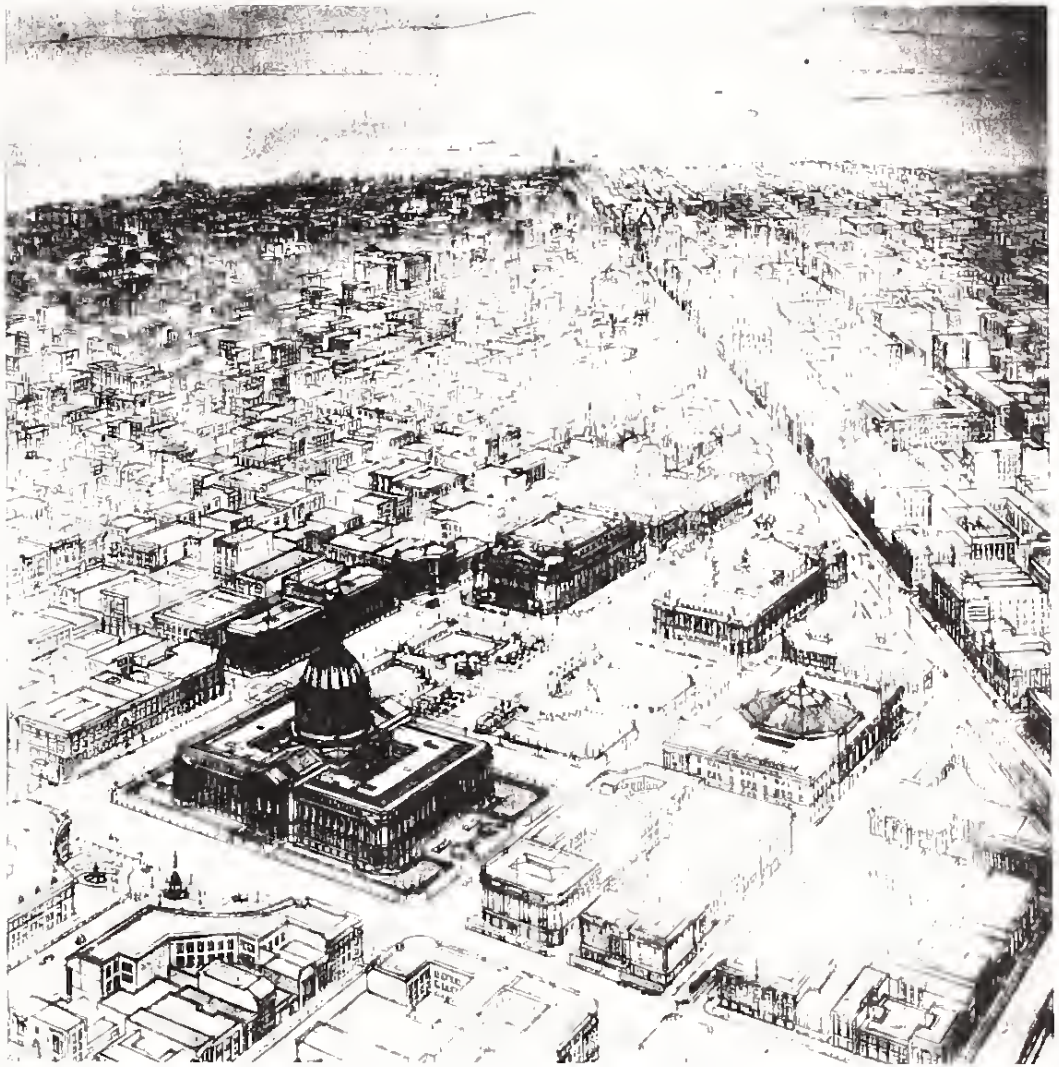
Other more specific assumptions are outlined within the several sections of this report.

The Main Library Building in the Civic Center

The Main Library building was designed in 1914 by George W. Kelham as one of the first in a set of monumental public buildings framing public open spaces surrounding San Francisco City Hall. The building's overall form was anticipated as early as 1912, as it appears prominently in an early drawing of the Civic Center Master Plan (see drawing next page; note the variations on the west side of City Hall from the Opera House and War Memorial Building which were designed and built some ten years later). The building was clearly intended to address Civic Center Plaza with its major entry facade, and to form a generous, landscaped edge to a Fulton Street Promenade or mall.

In keeping with the reserved, monumental quality favored for public buildings at the time of its design, the Library building is approachable by pedestrians at only two points at ground level: at the three-arched main entry doors in the center of the Larkin Street facade, and at another single-arched entry at the center of the Fulton Street facade. On the remainder of the west and south sides, the building meets the ground with a heavy rusticated stone base and a generous, raised horizontal parterre which is edged with a stone retaining wall. Due to the downward west to east slope of Fulton Street, this retaining wall reaches a height of seven feet from the sidewalk, effectively blocking not only access to the building but sidewalk views as well. The result is a building whose openness to visitors and passersby is highly focused and limited to the two entry points.

Both the Larkin and Fulton street facades are highly symmetrical and convey the impression of a monolithic, full-block building -- an impression which is, in fact, highly misleading, since the building does not in fact occupy the full block, and its interior is fragmented by large light wells which effectively separate the building into a series of wings.



On the McAllister Street facade, the building meets the sidewalk edge with a minimum setback, and the stack area stops some 150 feet short of the Hyde Street property line, leaving about one-third of the site area open. This area is presently occupied by 45 Hyde Street, a "temporary" building which houses various city functions including some adjunct library uses. For the purpose of this study, it is assumed that 45 Hyde Street will be either demolished, or excluded from implementation of Alternate Uses for the Library building itself.

SOM's analysis of the building on its site included some generally desirable Urban Design objectives related to the development of alternate uses for the Library building. These are included as part of the Evaluation Criteria employed for each use. They include:

1. The filling out of the block with new construction, so that the Fulton Street edge is "held" by a building facade, and the Hyde Street edge is defined at the property line, as is the Federal Building across Hyde Street.

2. The activating of the Fulton Street/Fulton Mall edge with uses which increase the attractiveness, usefulness and inviting quality of this area, especially terrace or sidewalk cafes, public seating areas, and so forth.

3. The activation of this part of the Civic Center with uses which will increase public circulation in the area.

4. A balance between supply and demand for public parking. No parking uses were investigated for this building, but several of the uses may increase parking demand in the Civic Center.

Current Capacity

The Library building currently contains about 128,000 gross square feet of enclosed area (see table in "New Construction" section; these areas are based on a review of the original construction documents, obtained from the San Francisco Bureau of Architecture). This space is arranged on four major levels, as indicated in the drawings which follow the table.

The Basement level occupies the full area of the building above, with the exception of the major stack wing on the north side. Much of the basement has a usable clear height of 10 to 12 feet, with some areas in excess of 16 feet (in the central area under the "Delivery Room" space). The northern of the two major light wells penetrates into the building from the east to allow truck loading and delivery at the basement level. A portion of the southern light well extends to the basement level to provide fresh air intake for fan systems and other mechanical equipment at this level. Due to the complex column grid of the building, the basement level is divided into a number of irregularly shaped spaces, some of which are bounded by masonry walls. Most of the basement has a concrete slab; some areas have only a layer of asphalt paving. According to Library Staff and the Building Engineer, there have been no problems with water seepage from below.

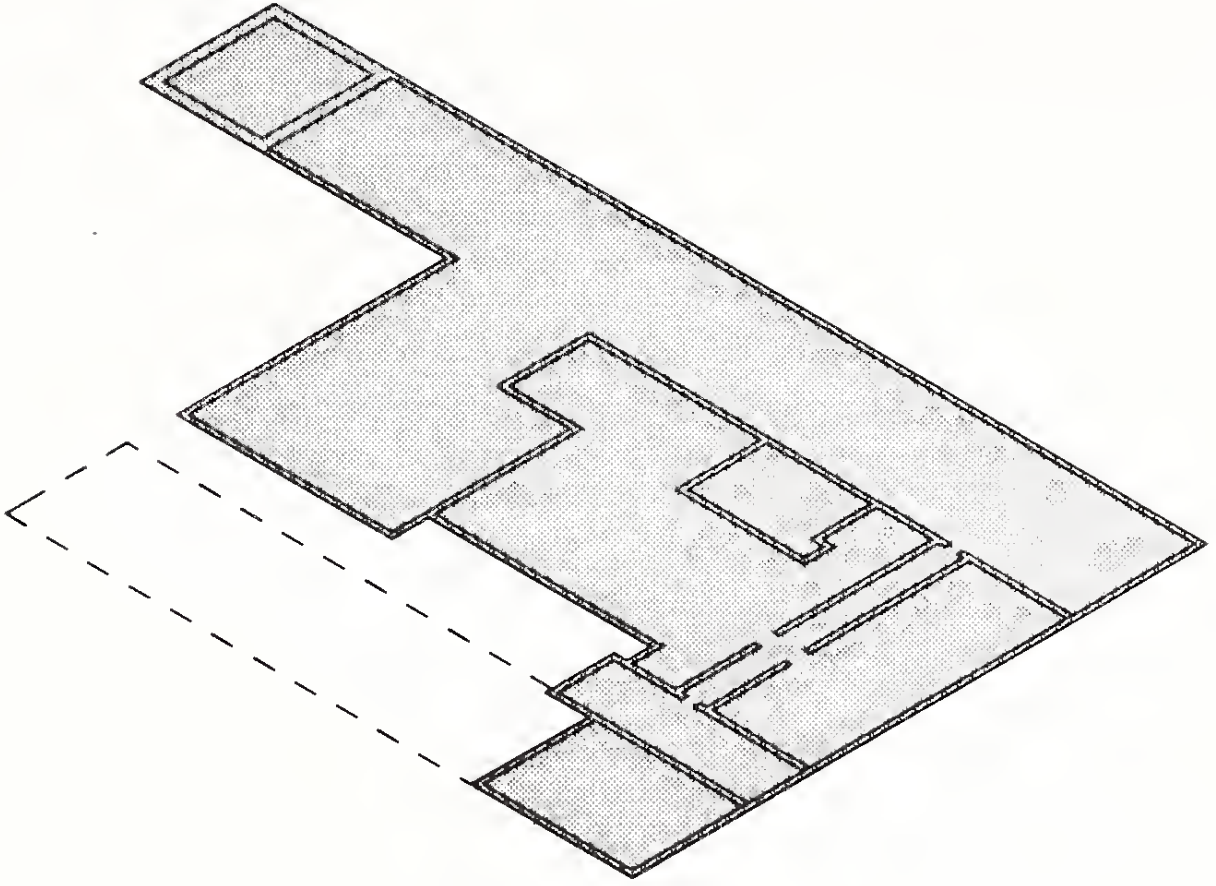
The First Floor is actually on seven different levels, creating significant problems for service movement and access by handicapped persons. An entry foyer at the west side leads into the monumental central staircase, with a direct line of vision from the entry doors up into the grand "Delivery Room." These areas are treated with significant architectural finishes and details, including Roman travertine and Tennessee Pink marble floors and simulated travertine terra cotta wall panels. A public hallway to the south leads to a Children's reading room and to Art, Music and Science stacks; a similar but shorter hallway to the north leads to the main stacks and a grade level emergency exit. Several pleasant rooms with views to the west have access from this corridor; one has been renovated for meeting space.

The Second Floor includes a large amount of ceremonial public circulation as well as the "Delivery Room" and major reading rooms. The monumental central staircase, sixteen feet wide, has flanking walls and a coffered barrel-vault of simulated travertine; skylit aisles with a symmetrical colonnade and travertine and marble flooring surround the stair on all sides. Paintings of the California landscape, by Gottardo Piazzoni are mounted on canvas on the side walls between pilasters. The "Delivery Room" (when the building was designed, most public access to books was provided by pages who retrieved books from closed stacks and "delivered" them to this ceremonial space) itself is a space of massive proportions, sixty feet square and forty feet high, with ornate architectural detail in simulated travertine, large Roman windows admitting a great deal of natural light, an ornate coffered ceiling, and travertine and marble flooring.

The reading rooms on the second floor form a long "L-shaped" series of spaces approximately 35 feet in width and thirty feet in height, with tall vertical windows high on the wall, built-in dark wood bookshelves, and stencilled wood beamed ceilings. Murals by Frank Dumond depicting pioneers departing for and arriving in California, on canvas, are mounted above the entryways. The stack spaces form a wing of similar width, but without intermediate floors, as the structural stacks are self-supporting within the space from the ground floor to the underside of the third floor. Both the reading rooms and the stacks are separated from the central areas around the monumental stairs by the large light wells. Several small mezzanine office spaces have access from public stairs between the second and third floors.

The Third Floor has a similar "L-shaped" layout of reading rooms and office spaces, but with lower ceilings, and at the west side, without windows. Many of the spaces have skylights. To the north, above the stack spaces, is administrative office space. Above the barrel vault and delivery room, only mechanical and maintenance access spaces are located.

Section drawings through the building highlight key relationships and separations between spaces. Section A, east-west on the central axis of the building, illustrates the ceremonial progression from entry to staircase to Delivery Room. Section B, north-south through the stacks, staircase and reading room, shows how the light wells effectively divide the building in thirds. Section C shows a similar section north-south through the delivery room and flanking spaces.



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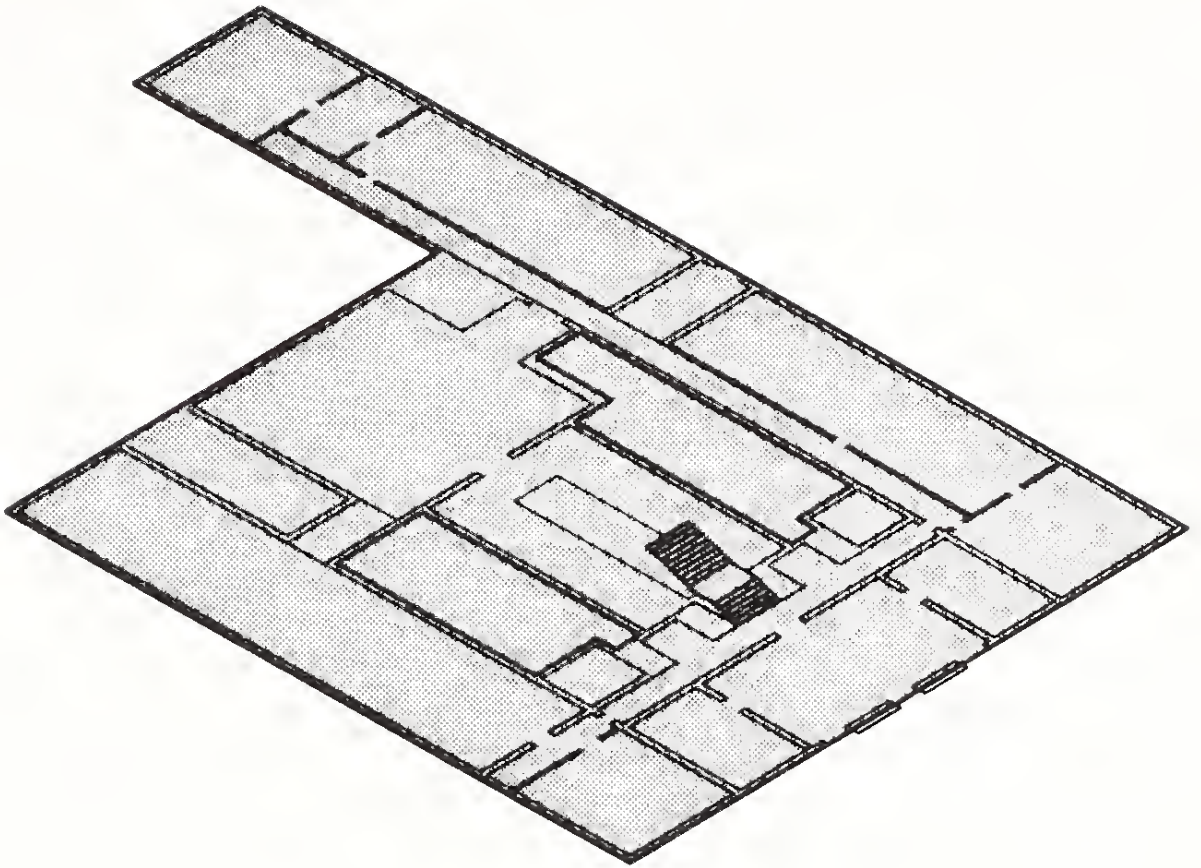
CURRENT LAYOUT
PLAN: BASEMENT FLOOR



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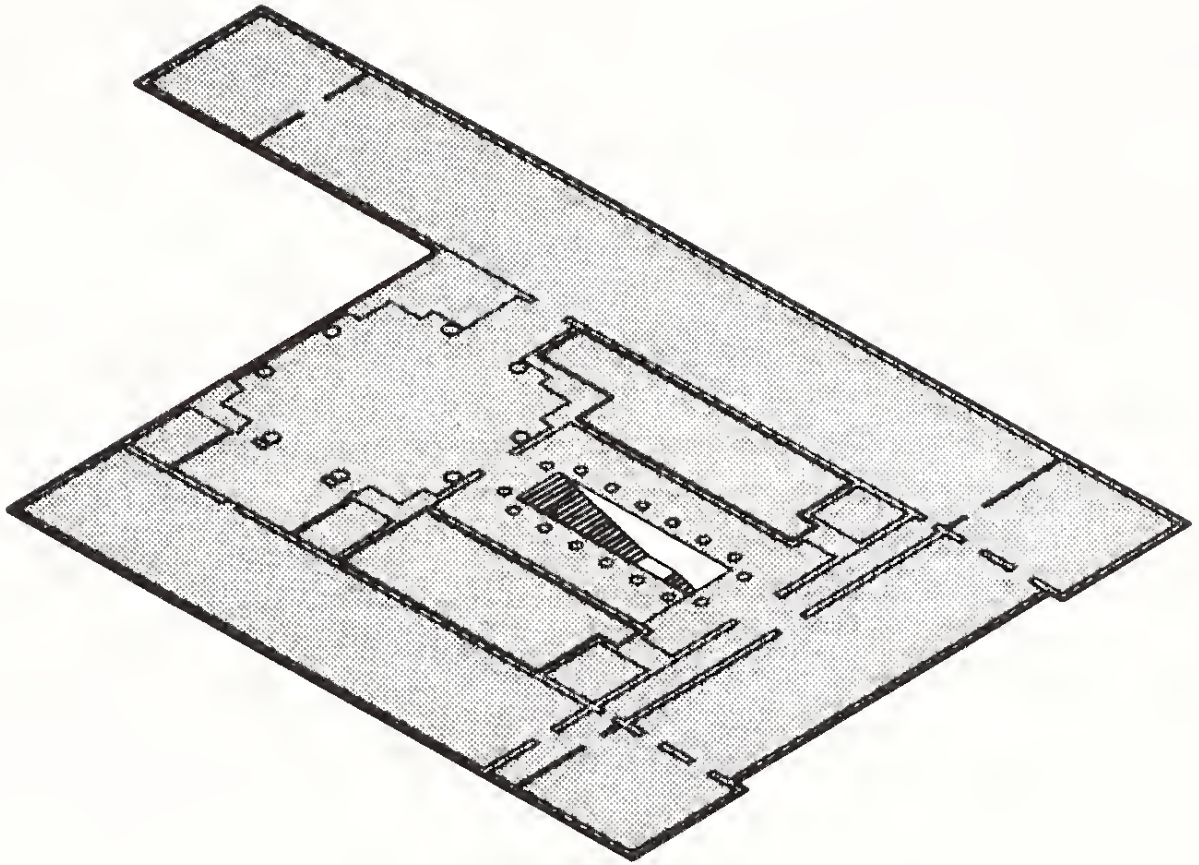
CURRENT LAYOUT
PLAN: GROUND FLOOR



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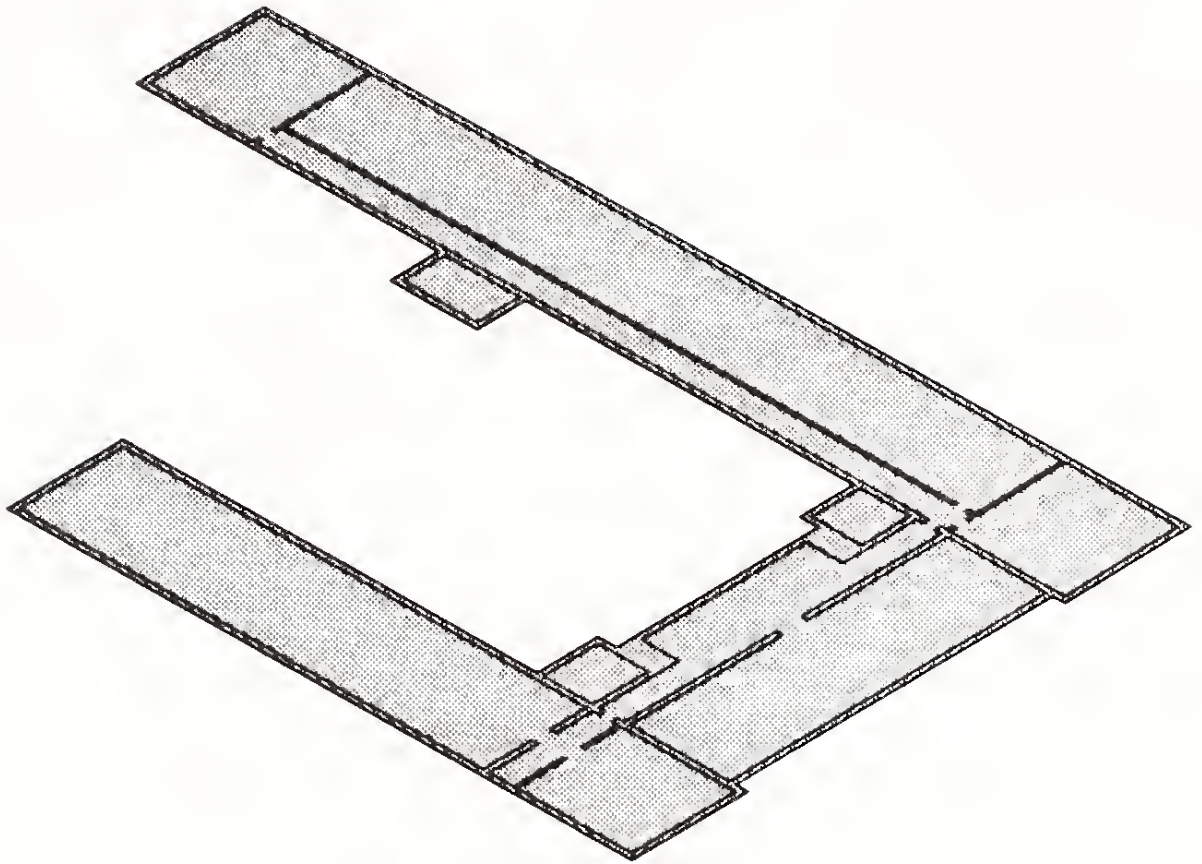
CURRENT LAYOUT
PLAN: SECOND FLOOR



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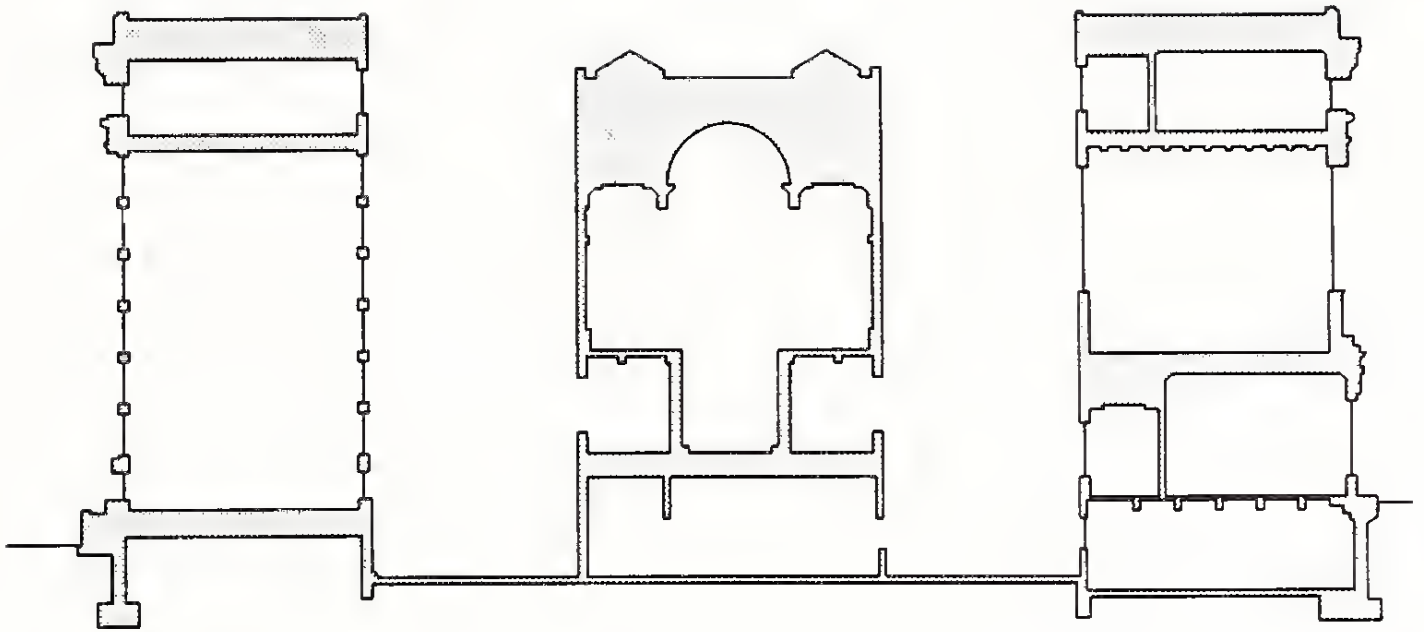
CURRENT LAYOUT
PLAN: THIRD FLOOR



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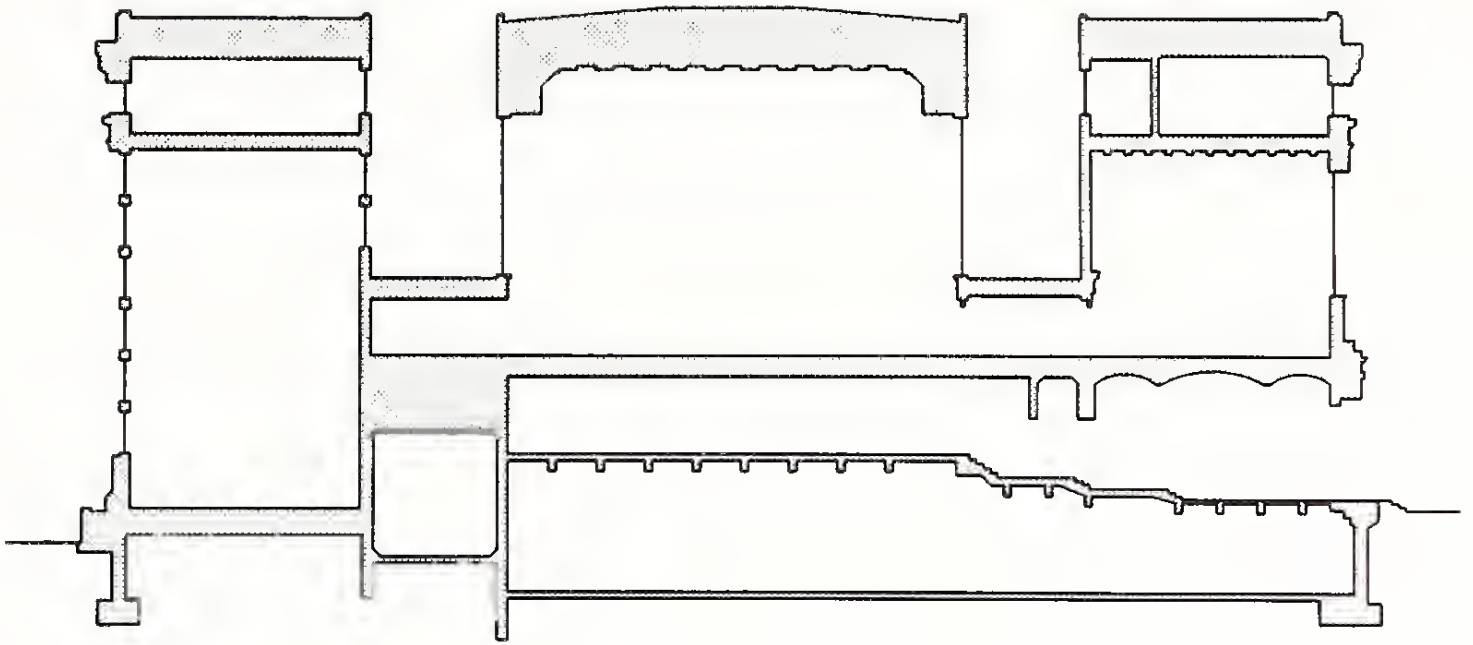
EXISTING BUILDING
SECTION



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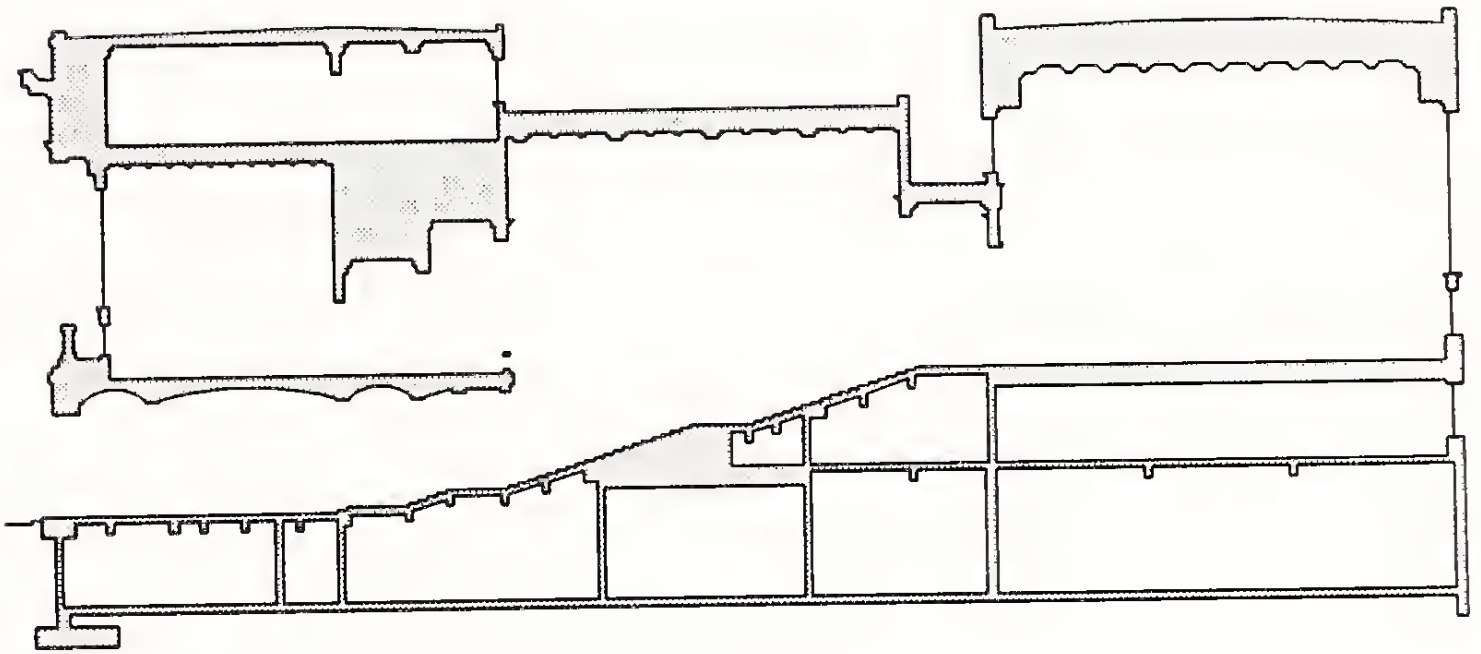
EXISTING BUILDING
SECTION



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EXISTING BUILDING
SECTION

Significant Spaces

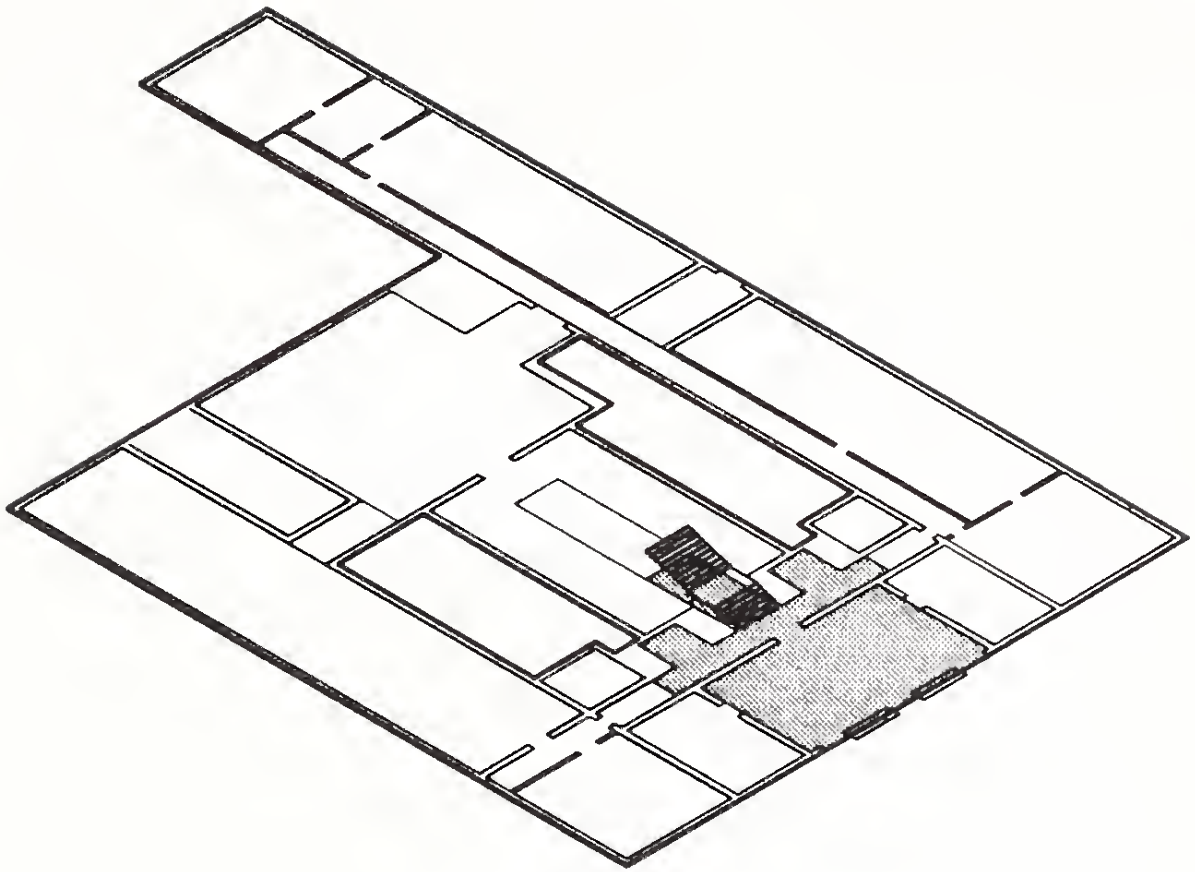
One of SOM's initiatives in the investigation of the existing building was to determine which spaces are of such significant architectural value that their preservation should be taken into account in the implementation of Alternate Uses. A series of spaces were identified which met the following general criteria:

1. Spaces of unusual, generous and attractive architectural proportions.
2. Spaces with notable architectural finishes and decorative elements.
3. Spaces with significant public relationships to the main entry of the building and to each other.
4. Spaces which would not be built today because of lost trades or high cost.

The spaces which met these criteria include the entry foyer on the First Floor; the Monumental Staircase and the colonnaded aisles surrounding it; The Delivery Room; and the major reading rooms on the west and south sides of the Second Floor (see drawings which follow this page).

The reading rooms on the First and Third Floor were considered to be not of such unusual proportions as to satisfy these criteria. The stack spaces, while unusual spaces, do not have especially pleasing proportions, notable finishes or decorative elements once the stacks are removed.

In planning the layout of Alternate Uses within the building, SOM attempted to incorporate these Significant Spaces into new layouts, preserving their valuable features and inviting public access and public activity to them. Preservation of the Significant Spaces is an important criterion by which each of the Alternate Use options was evaluated. For those uses in which alterations or demolition of a Significant Space was necessary to optimize the layout of an Alternate Use, that use received "lower marks" as a sign of the compromised result.



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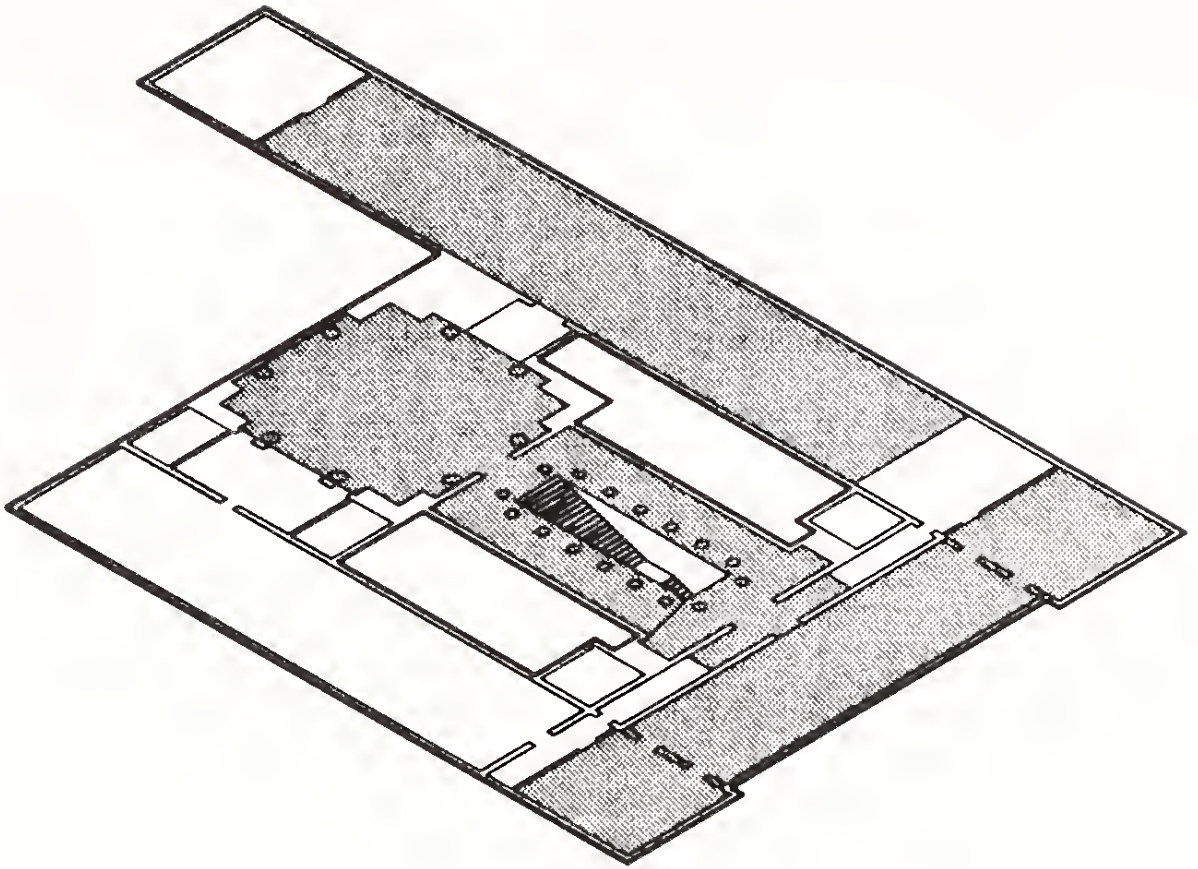
SIGNIFICANT SPACES
PLAN: GROUND FLOOR



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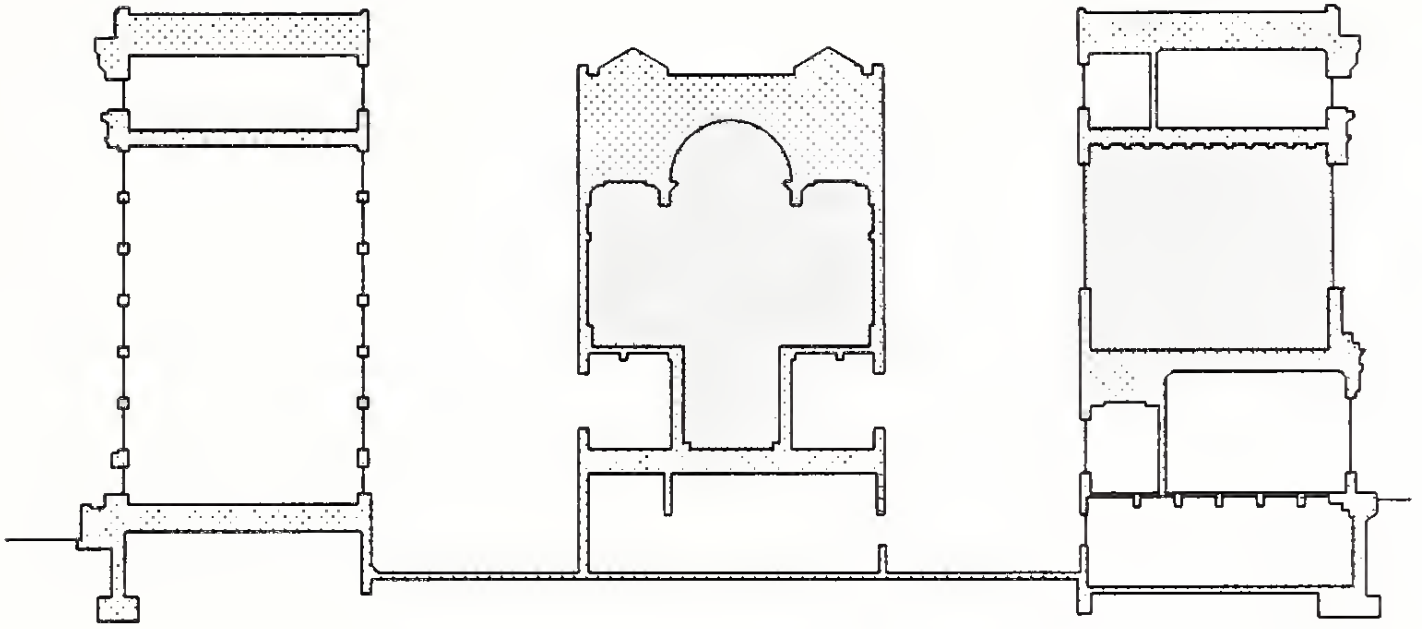
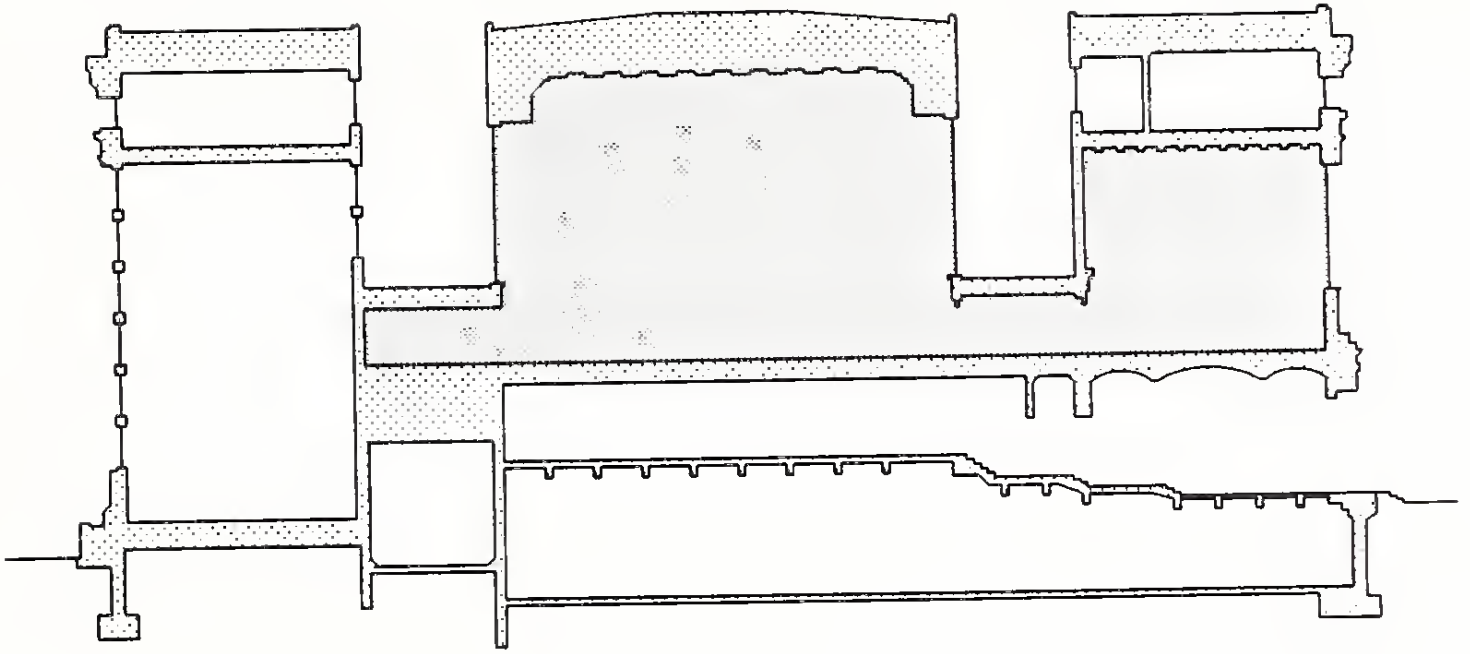
SIGNIFICANT SPACES
PLAN: SECOND FLOOR





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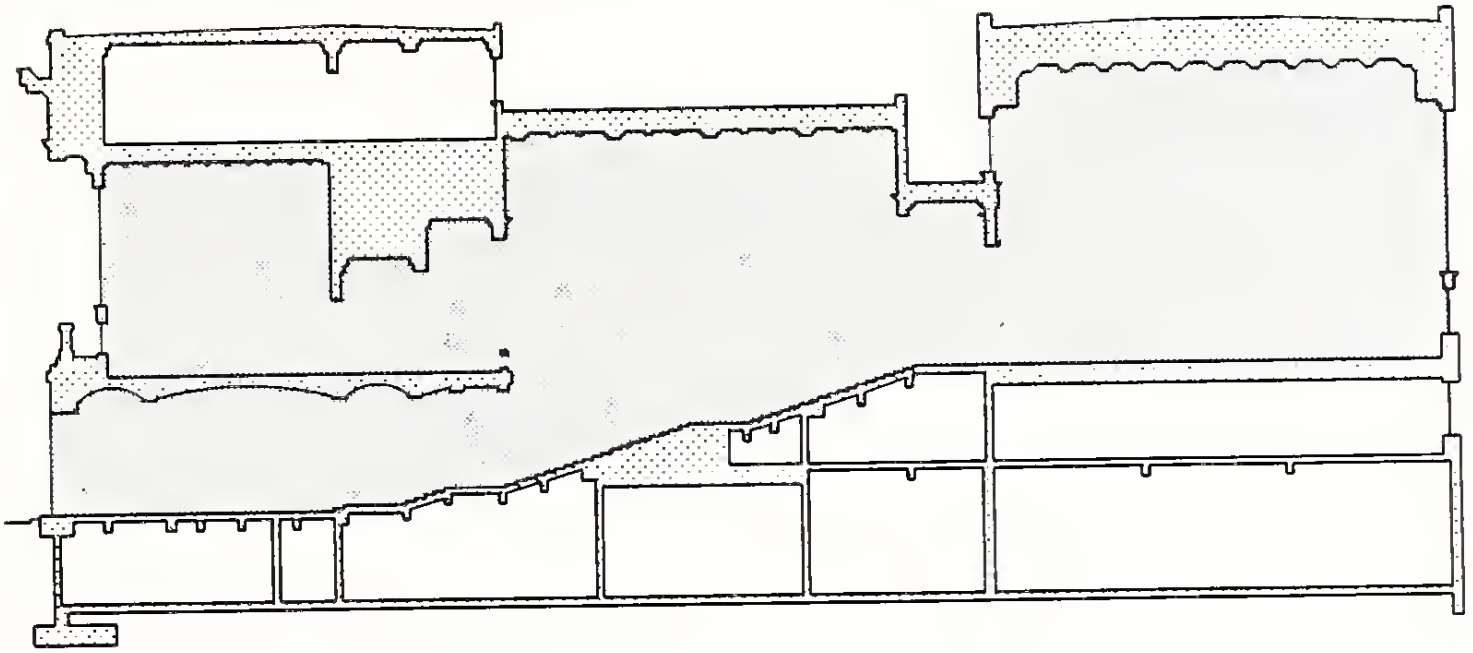
SKIDMORE OWINGS & MERRILL

SIGNIFICANT SPACES
SECTION



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SIGNIFICANT SPACES
SECTION

New Construction

Addition and Infill

In order to gauge the total area available for Alternate Uses on the Library building site, including new construction, SOM undertook a study of prototypical additions and infill for new construction. This was helpful in identifying available areas for later studies, projecting square footages, and in developing conceptual structural, mechanical and electrical approaches. The table at the end of this section illustrates square footage projections, which correspond to the drawings on the pages which follow.

"Infill" refers to new construction in the light wells and stack areas, where the new construction is surrounded by existing construction. For these studies, it is assumed that these areas are built at the same floor level as existing contiguous spaces. New construction in these areas will require new foundations, additional columns, and special detailing where new construction meets old. Their contribution, however, is not only valuable floor area, and new continuity in a building which is quite fragmented, but an opportunity for particularly cost-effective solutions for the seismic upgrading of the building (see "Structural Engineering Concepts", below). Because of the massive masonry walls in these areas, there will probably still be major separations between old and new construction, but it may be feasible to create multiple openings between spaces.

"Addition" refers to new construction on the 45 Hyde Street site, which shares two major walls with the existing Library building, and can be either a freestanding structure or partly tied into the existing building. As with the "infill" construction, it is assumed that the floor levels will correspond to the existing building for continuity of the resulting combination. Since the Second Floor has such a large floor-to-floor height, an additional floor is assumed between 2 and 3 in this prototypical calculation.

The 45 Hyde addition is assumed to be built to the property line on Hyde Street, rather than set back from the street as the Library building is. This provides for a desired Urban Design response to the Federal Building on the other side of Hyde Street, which is also build to the property line.

It has also been assumed that there is no new construction at the eastern end of the Library's south wings at the corner of Hyde and Fulton Streets, presently a fenced-in parterre. (See photographs next page.) The southern facade of the existing building has a very strong symmetrical presence. Its east end is very much a part of the building's architectural composition, defining the volume of the wing and the symmetry and architectural power of the south side. While it is theoretically possible that new construction on this small corner site could extend the existing facade and turn the corner with a new building, it would probably be quite expensive to build and would pose difficult design problems.

The addition of new space on the 45 Hyde Street site also has the ability to provide spaces of unusual proportions not found in the existing Library building, as is shown in the implementation of some of the Alternate Uses tested. It can also provide a new off-street loading facility, eitber at or below grade; a new central mechanical plant, with basement and penthouse areas of new construction, well suited to present-day needs for mechanical equipment; and, as in the case of the "Infill" construction, it can also play a part in the cost-effective seismic upgrading of the existing building.

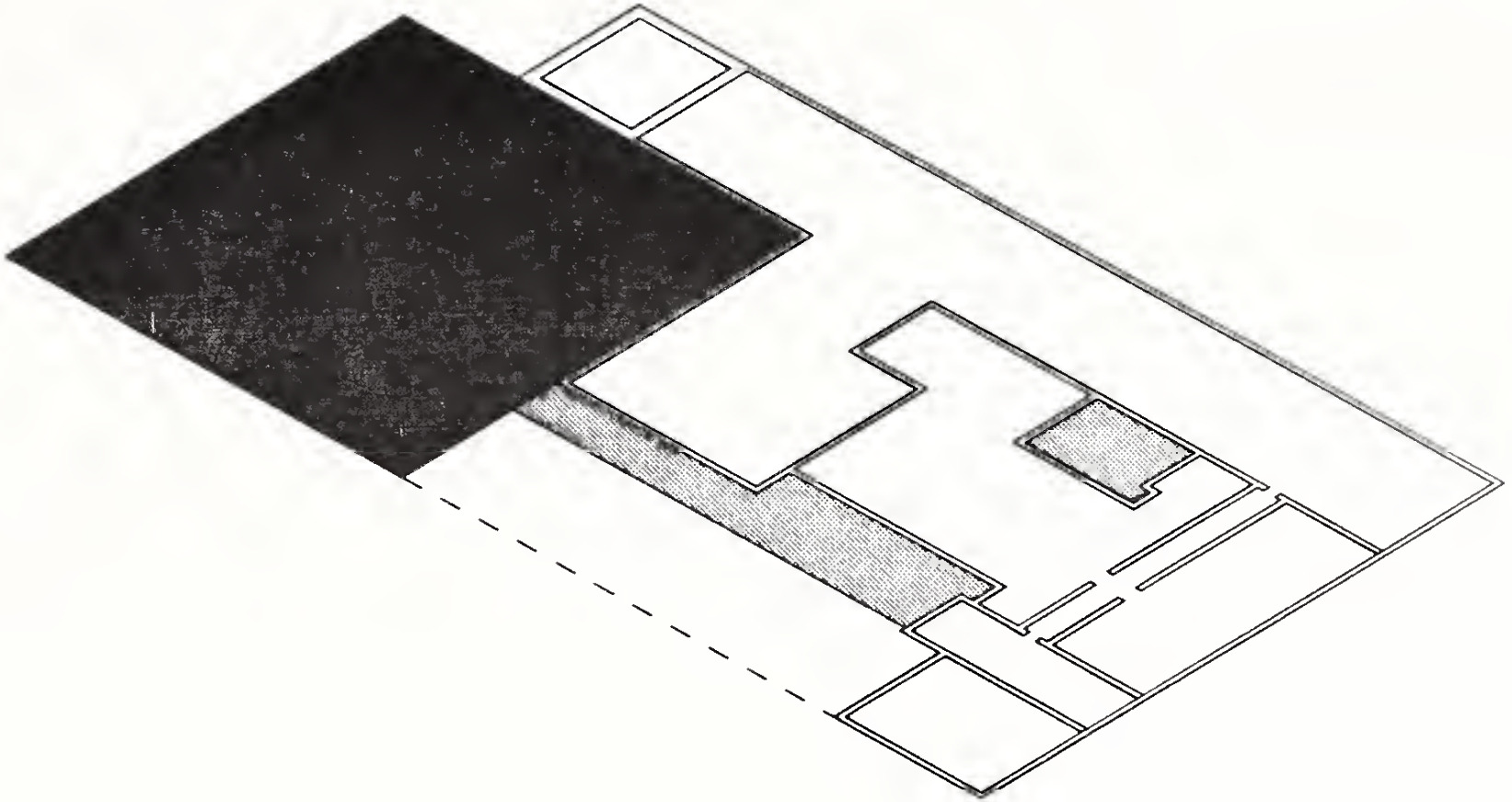
EXISTING BUILDING: SOUTH (FULTON ST.) FACADE

EXISTING BUILDING: CORNER OF HYDE & FULTON STREET

"Additional floor between 2 and 3" refers to the introduction of a new intermediate floor which horizontally bisects the Second Floor (including the reading rooms), possible because of the unusual height between existing Floors 2 and 3. Coupled with the Infill and Addition, this results in the maximum floor area available without demolishing the interior of the building. It has the effect, however, of altering the reading rooms, which have been identified as Significant Spaces, to the extent that their unusual and valuable architectural character is effectively lost beyond recognition. The alternative uses for which this intermediate floor is introduced are therefore at a significant disadvantage.

An additional alternative, complete demolition and rebuilding of the interior of the building, has also been considered. This would result in the loss of all of the Significant Spaces. Since only one use under consideration, office space, would derive any benefits from this alternative, the floor area available is covered in the Office Use section of this report.

It should be noted that other prototypical modifications to the building are the realignment of floor levels at the first floor, and the removal of partitions at all levels. Although these prototypical changes do not affect square footage, they do affect order of magnitude costs and are necessary to the success of all of the Alternate Uses under consideration.



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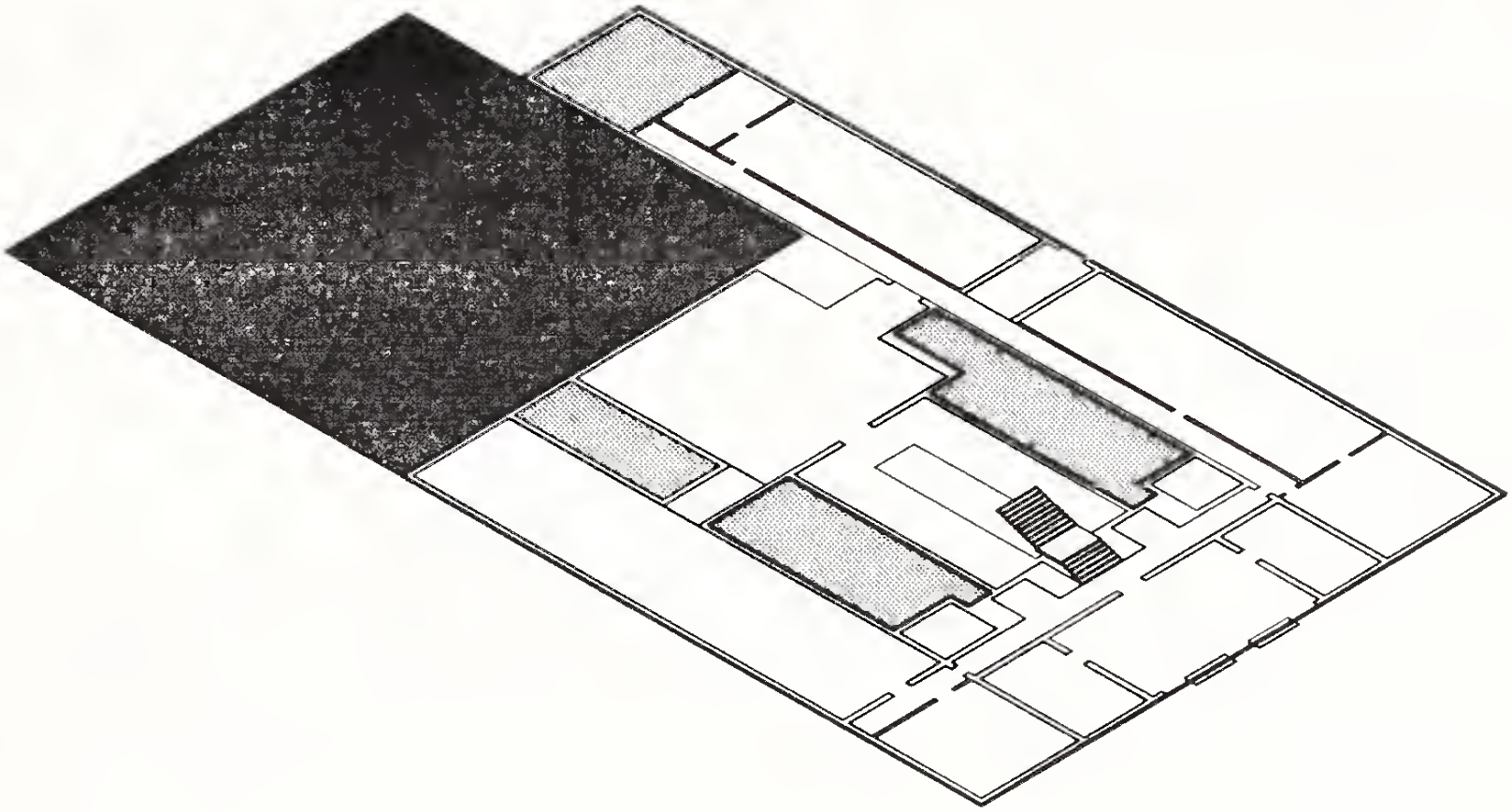
NEW CONSTRUCTION
PLAN: BASEMENT



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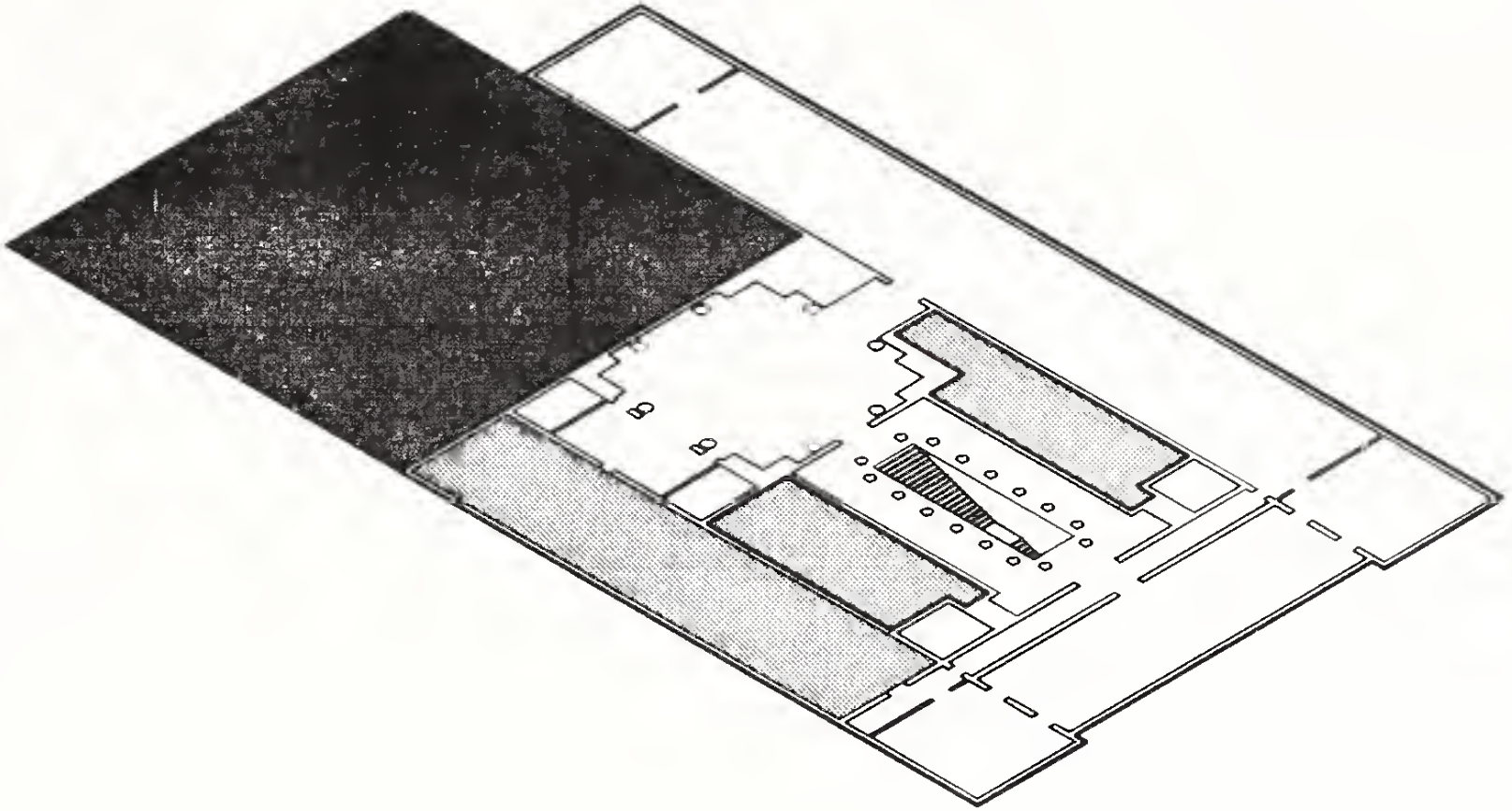
NEW CONSTRUCTION
PLAN: GROUND FLOOR



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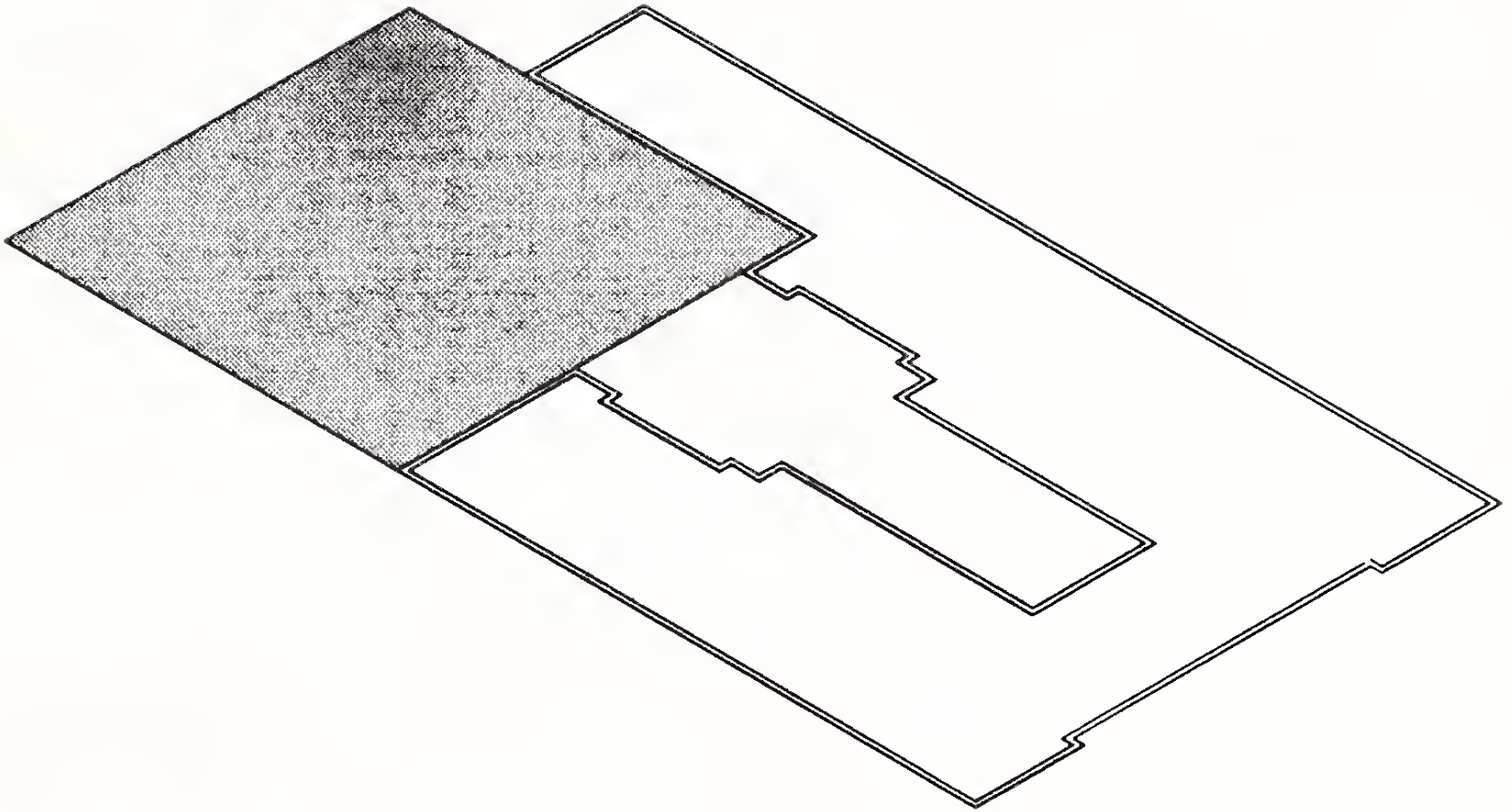
NEW CONSTRUCTION
PLAN: SECOND FLOOR



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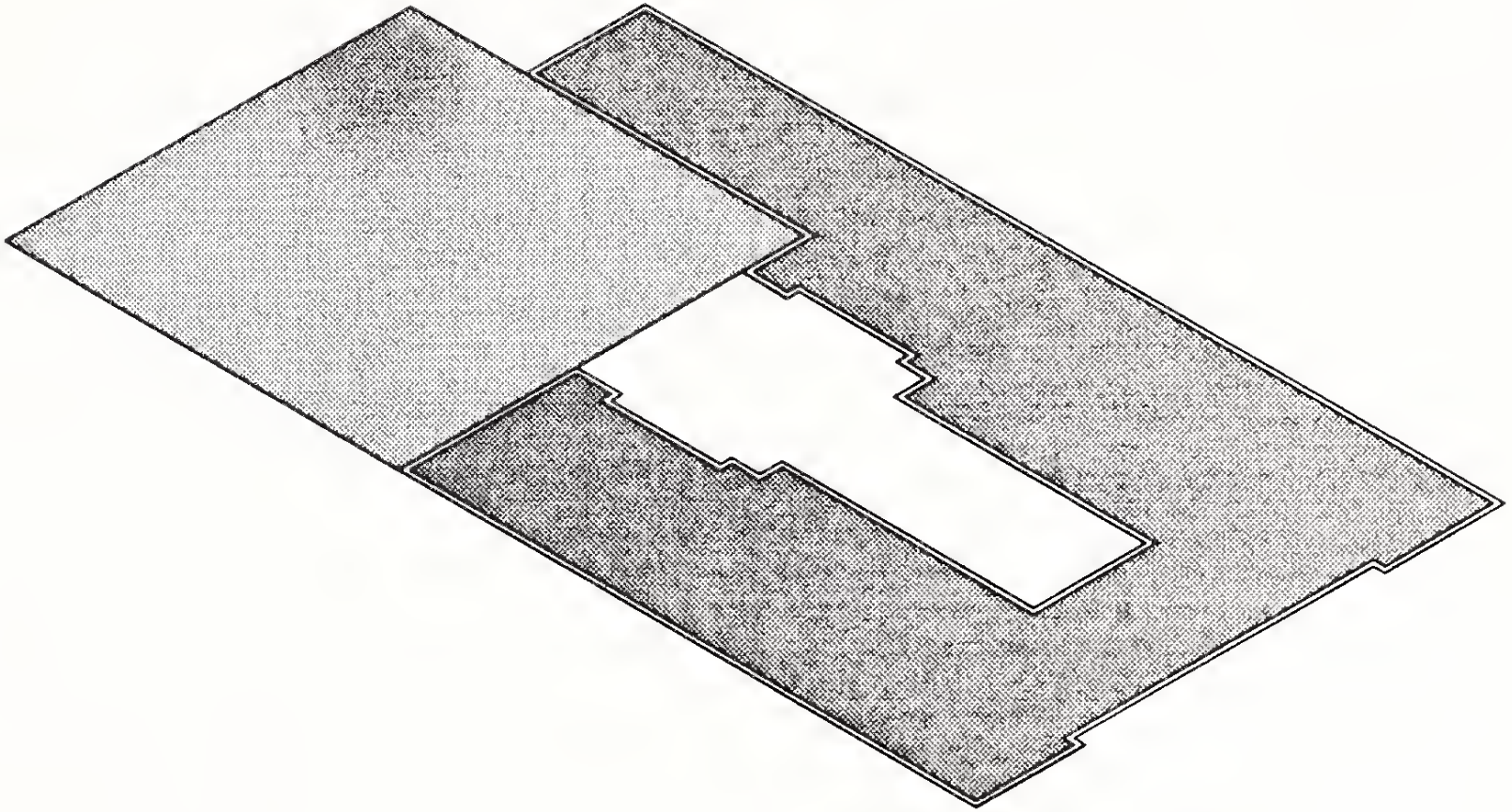
NEW CONSTRUCTION A
PLAN: 2 1/2 FLOOR



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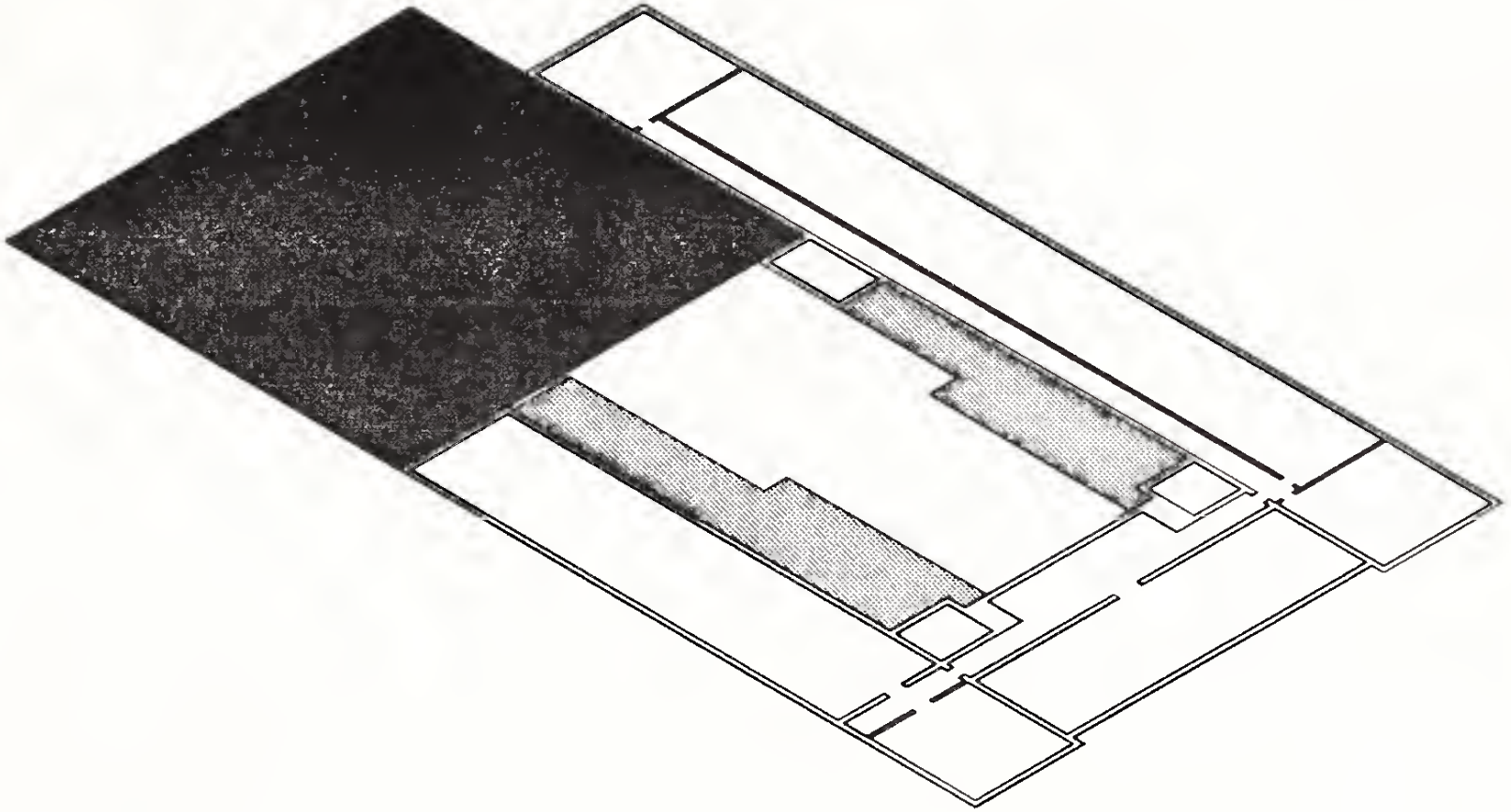
NEW CONSTRUCTION B
PLAN: 2 1/2 FLOOR



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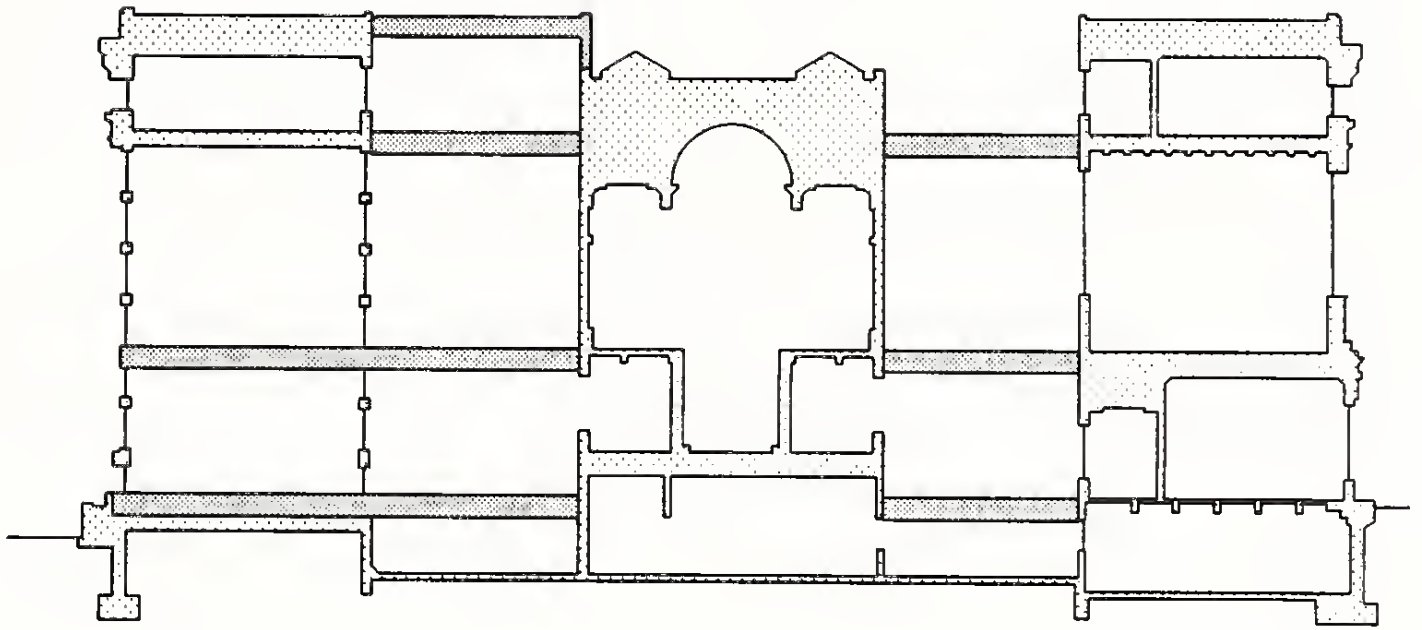
NEW CONSTRUCTION
PLAN: THIRD FLOOR



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NEW CONSTRUCTION
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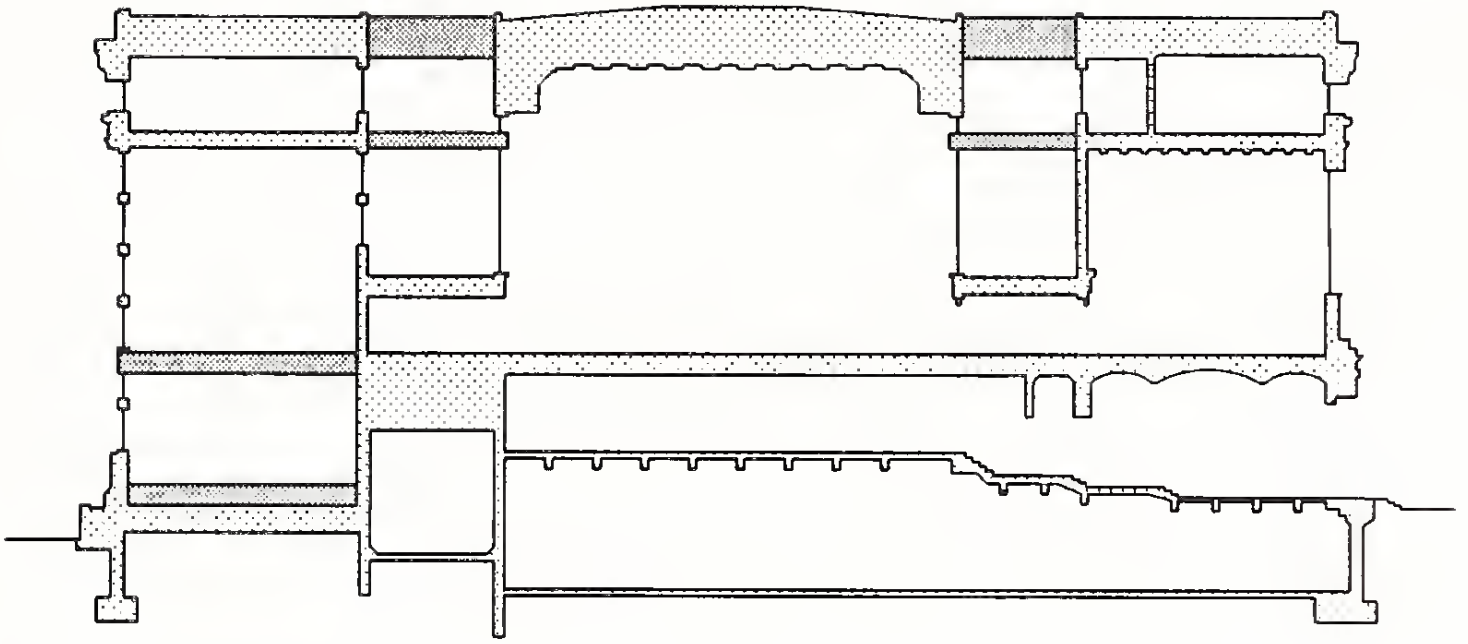

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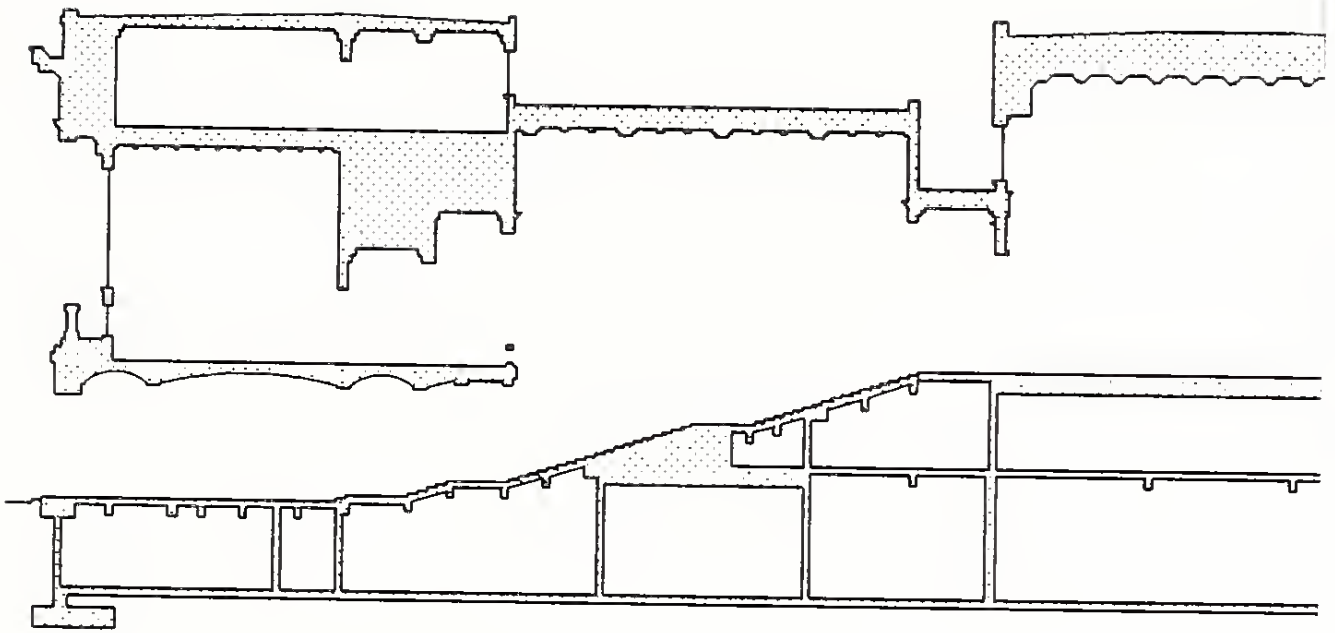

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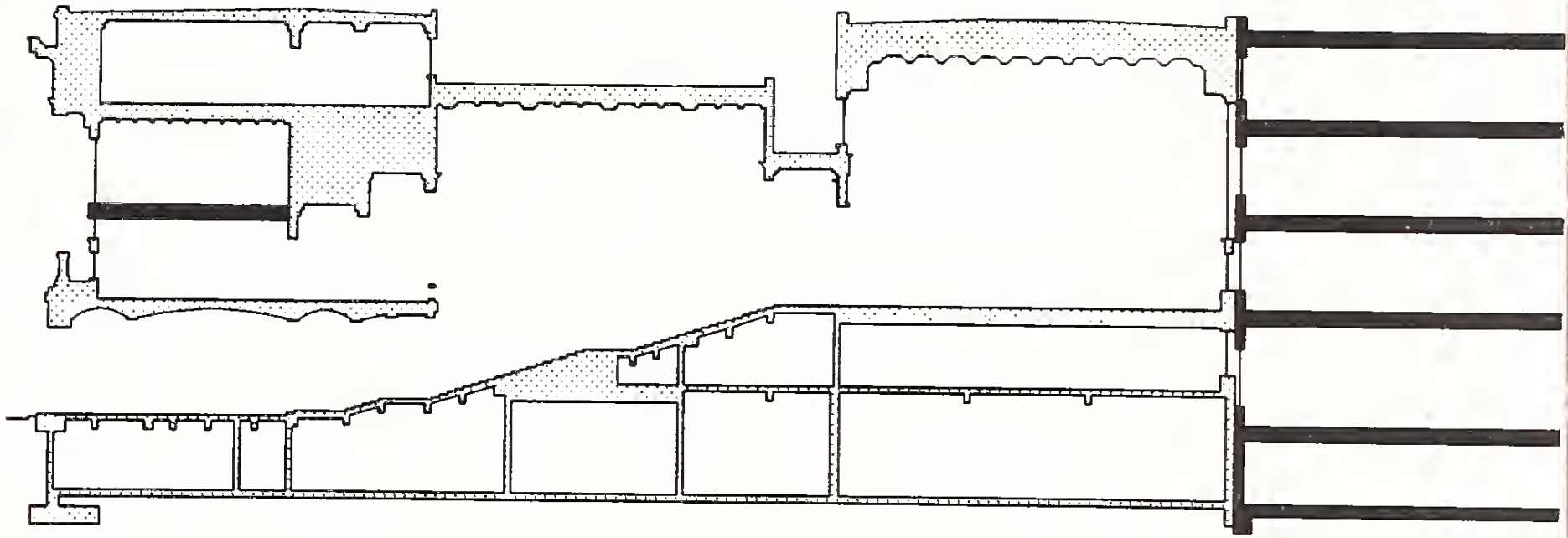

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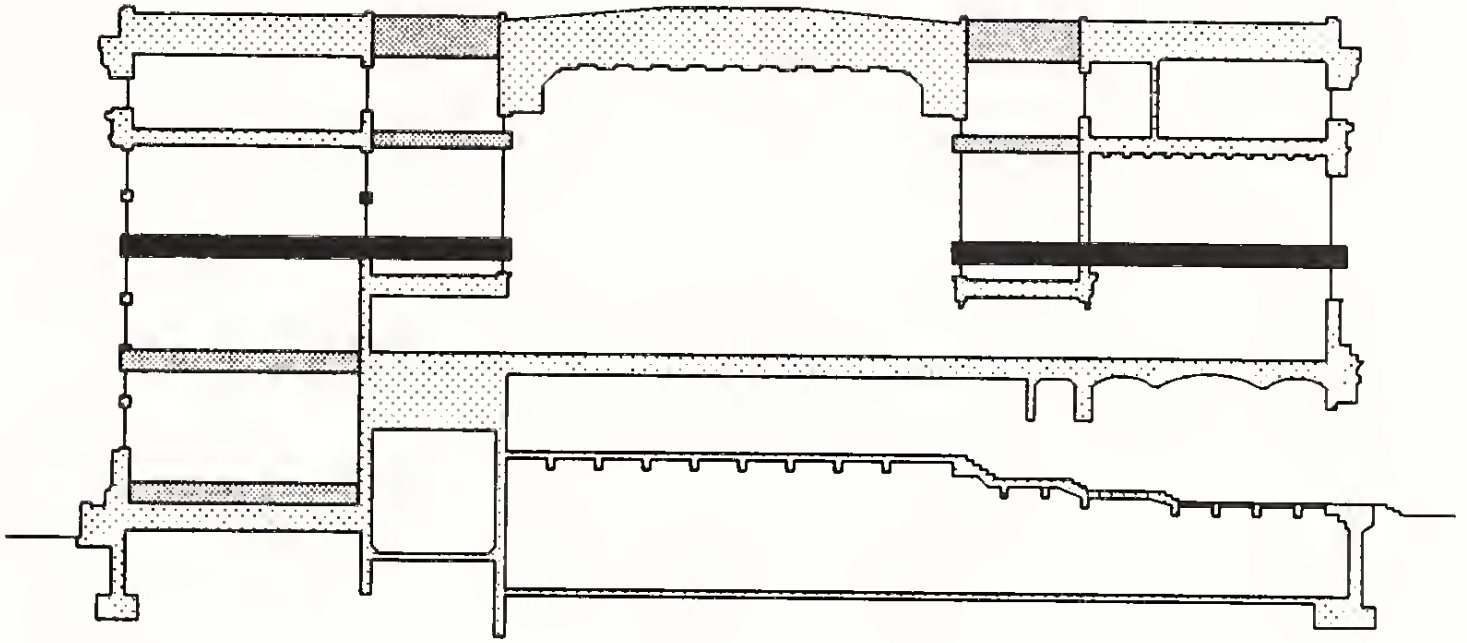

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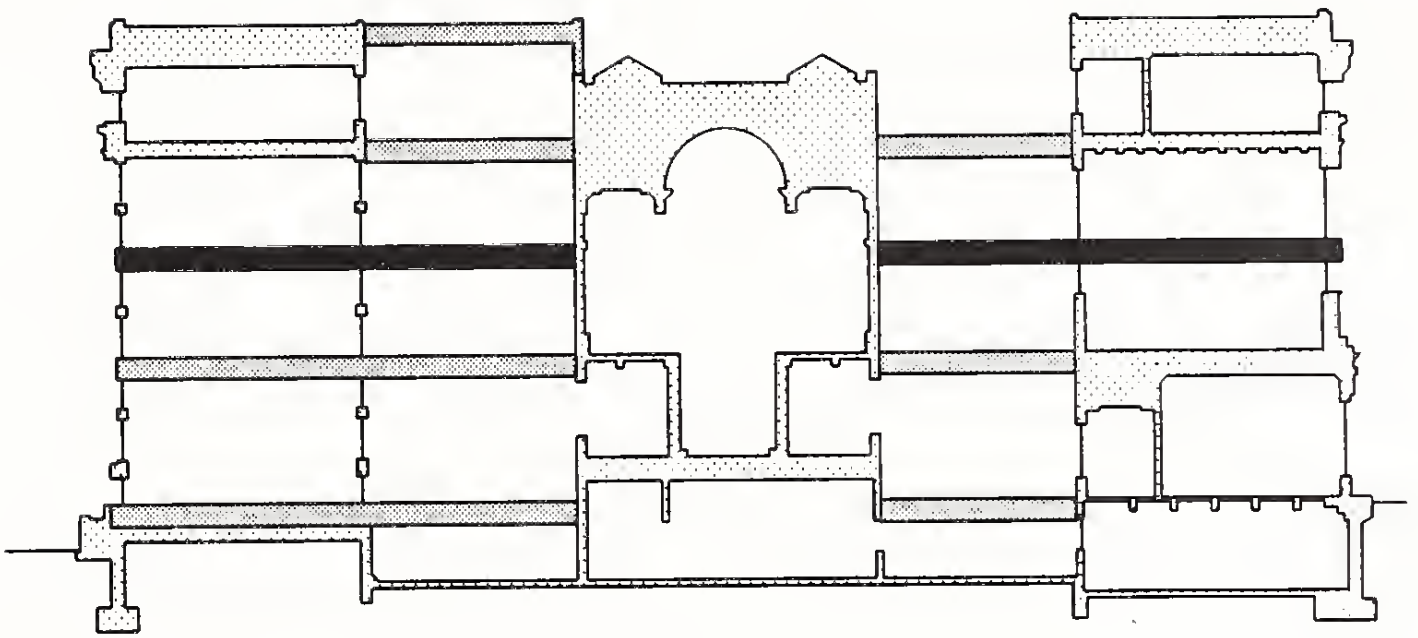

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NEW CONSTRUCTION
SECTION

SAN FRANCISCO PUBLIC LIBRARY BUILDING

Area Calculations and Projected Area Totals

	Existing Enclosed Spaces	Plus Infill of Shafts & Stack Only	Plus Addition of 45 Hyde Corner Only	Plus Both Infill & Addition	Plus Infill and Addition and Additional Floor between 2 & 3 *
Basement	32,285	36,970	52,615	57,300	57,300
Ground Floor	35,290	41,845	55,620	62,175	62,175
2nd Floor	31,940	40,920	52,270	61,250	61,250
Mezzanine	2,130		20,330	20,330	46,195
3rd Floor	27,735	33,430	48,065	53,760	53,760
TOTALS	129,380 SF	153,165 SF	228,900 SF	254,815 SF	282,810 SF

Significant Spaces	25.6%
Ground Floor	3,125
2nd Floor	24,830
3rd Floor	4,255
TOTAL	32,210 SF

* Floor added into, and changes character of, most of the 2nd floor significant spaces.

Structural Engineering Concepts

Three approaches to the conceptual structural engineering design of the Alternate Uses have been developed, for use in the evaluation of layouts as well as order-of-magnitude costs.

The implementation of any of the Alternate Uses identified in this report would involve more than the amount of construction required to mandate the upgrading of the building to present-day codes. Any approach to the layout of Alternate Uses must therefore take into account the structural upgrading of the building. SOM has identified three conceptual alternatives, depending upon the amount of new construction involved:

1. Reinforcement of existing building (no addition)

   Upgrading the building without any additions or infill requires new lateral bracing in interior courts and behind exterior walls at the perimeter of the building. This lateral bracing would consist of diagonal bracing, new columns above the ground floor, and new concrete footings and walls below ground level. The condition of existing brick and stone faced brick walls will need to be investigated, with additional anchorages provided as required to meet current codes for safety.

2. Reinforcement of existing building with Infill and Additions

   Where new construction provides infill of light wells and stack areas and an addition at the 45 Hyde site, a different approach may be desirable. The primary gravity load system, or portion of the structure taking vertical loads, would consist of wide flange steel framing supporting metal deck with concrete fill. The lateral system, to resist wind and seismic loads, would incorporate the bracing of the existing building with the bracing of addition at 45 Hyde. The addition would provide lateral bracing in the east-west direction for both the existing building and the addition. In the north-south direction, lateral bracing in the addition would be supplemented with bracing of the structure in new infill construction and at the perimeter of the building.

3. Complete interior demolition and rebuilding

This alternative provides for complete interior demolition. The new gravity load system would consist of wide flange steel sections supporting metal deck with concrete fill. The new lateral system would consist of a braced steel frame. Temporary shoring and bracing of the existing facades would be required during demolition and construction.

Other Assumptions

For all alternatives, a completely new mechanical and electrical system is assumed. Although it may be possible to incorporate some features of the existing plant into the implementation of one of the Alternate Uses, a detailed study of the existing building in conjunction with a specific design for the Alternate Use would be required.

Any of the alternate uses under consideration here would impose substantial demands for power, cooling, and ventilation, which, given modern-day standards, are likely to dwarf the capacity of the existing plant. In addition, substantial changes would be required simply to allow the building to meet current code requirements, which would be mandated by the amount of construction involved in the implementation of any of these uses.

Program Assumptions and Evaluation Criteria

Uses Under Consideration

In reviewing possible Alternate Uses for consideration in this study, SOM and SOM's client group were guided by a number of assumptions regarding the general propriety of locating uses in this important building in the Civic Center. Among them were the following:

1. The Main Library is a public building owned by the City of San Francisco. Its use should therefore benefit primarily the public. With few exceptions (e. g. a public/private partnership for cultural uses such as a Museum, Performing Arts Center, or perhaps a Conference Center), it was deemed inappropriate to locate a private, commercial, or for-profit use as the primary use on this site.

2. San Francisco's Civic Center is unique in its combination of cultural and civic business uses arranged around City Hall, with relatively few uses not related to either one of these two. It was deemed desirable to choose uses which strengthened or related to one or both.

3. The Library building is a monumental building in San Francisco's Civic Center. Its key position as one of the five or six major buildings with significant architectural presence in the Civic Center area suggests that a "monumental" use, that is, one which is easily identifiable, dignified and in keeping with the other uses located at the Civic Center, is desirable, so that the building's content is consistent with its architectural "message".

Given these basic assumptions, SOM recommended the following for consideration as Alternate Uses for the Main Library building:

Museum

Civic Office Space

Conference Center

Theatre/Performing Arts Center

Mixed Cultural Uses

These uses, in the context of all of those which might be considered, were discussed in detail with SOM's client group for this study. It was agreed that these uses represented the most reasonable and realistic group among those which might be considered, as well as a significant cross-section of different use types in terms of their programmatic requirements.

Related uses which were not investigated due to the short time frame of the study, but whose fit can be related to the uses above, include an educational (classroom and lecture) building, which would be similar in programmatic requirements to a Conference Center.

Uses which might have been considered from the point of view of physical fit alone might have included a hotel, or, in the case of the 45 Hyde St parcel, a number of commercial uses including retail and parking. Since these uses do not fit the basic criteria identified above, they were not investigated as primary uses. They may, however, be considered as secondary uses, and as such are mentioned in the Mixed Cultural Use alternative.

Generic Programs

A key characteristic of SOM's approach to this study of Alternate Uses is the use of generic building programs, as opposed to the programs of specific organizations or individuals, in order to test the fit of uses.

It is clear that there are a number of deserving organizations seeking space in the City of San Francisco, many of whom would be quite appropriately located in the Civic Center and perhaps in the Library building. They include public uses such as City of San Francisco Museums; civic and community organizations; nonprofit organizations of all kinds, including those dedicated to public service, the arts, and other cultural activities; philanthropic organizations and professional organizations, among others. To attempt to survey the needs and desires, not to mention to assess the relative propriety of locating each at the Civic Center, is a monumental task outside the scope of this study. Moreover, if undertaken without a fundamental review of the kinds of program activities for which the building is best suited, a serious compromise and loss of potential opportunity might result.

The Main Library building is capable of accommodating almost any new tenant, if the quality of physical fit, appropriateness of use, preservation of significant spaces, cost and efficiency, among other factors, are not at issue. But it is precisely these factors which will determine what is, in fact, the very best use of the building from the point of view of the Main Library building, the Civic Center and the City of San Francisco. It is in order to address the most basic and fundamental questions that generic programs have been used for this study. The questions of the demand for space, the logistics of transferring the building to new occupancies, and the funding of such transfers, if such is to be the future of the building, logically follow this investigation into which types of uses best fit the building.

Alternate Use Square Footage Projections

For each of the alternate uses under consideration, a table of floor areas by type of space and building level has been provided. These areas are approximations based on the floor layouts which were made to test the fit of the uses, and as such do not represent the results of detailed design development or floor area efficiency studies. All areas are provided in gross square feet, i. e. including exterior and interior walls, stairs, shafts and other building features, as the schematic nature of the study did not permit detailed consideration of the amount of floor area lost to the interior architectural features of a rather complex historic building. Depending on the specific requirements of a singular building program, the identification of some areas may change, as well as the overall efficiency of the building and the amount of space assignable to each component of the use.

Order of Magnitude Costs

Based on many broad-brush assumptions about the implementation of the alternate uses under study, order of magnitude cost information has been prepared for each alternative. The purpose of such information is primarily for comparison between uses, and is not to be viewed as a professional cost estimate of any specific alternative or as the basis for any long-range cost projections or budgets.

These order of magnitude costs were prepared using the floor areas derived from the schematic layouts, as described above, and were compiled by discipline -- architectural, structural, mechanical and electrical -- by SOM in-house personnel. A quality level similar to recent projects designed by SOM was assumed. Allowances were then made for architectural restoration costs, which are difficult to estimate, as no detailed study has been made of the condition of the building. Allowances were also made for specific program requirements which may not be anticipated by generic program requirements. Finally, a 10% contingency was added and 17% for the City's costs of administering the project.

Use Designations

For each of the alternative uses under consideration, a description of the schematic layout of the use, drawings illustrating this layout, and floor area and cost information is provided in each of the respective sections. The drawings were prepared using SOM's Computer Assisted Design software, and identify each of the components of the use.

In each case, a principal use component is identified and described. This is the primary space required for the use (such as gallery space in a museum), and its layout was the first priority in developing schematic layouts for each use.

Related areas support or complement the principal use (such as a cafe in a museum). Most are public areas, although functions such as administration are included. Not all are critical to the success of the use, and some may be exchanged for more principal use space or alternate related uses without compromise.

Public circulation is made up of interconnecting spaces between public areas within the building, including entry foyers, corridors, public gathering areas, and linking areas between spaces. For some uses, program spaces, such as prefunction areas related to conference spaces, are included in this subdivision.

Service areas include all services required to make the building habitable, as well as functions which service the principal use (such as curatorial shops for museum use). All uses assume a new mechanical plant; different uses will have quite different demands on these systems, and some allowance for these differences is included in area allocations. All uses also require delivery access for truck or messenger services, which varies considerably among the different uses; some allowance is made for differences.

Cores include passenger elevators, freight elevators, public stairs, emergency exit stairs, mechanical shafts, electrical closets, and so forth. Core elements are generalized, and their size and locations are approximate in layouts and floor areas.

Criteria for Evaluation of Uses

In order to evaluate the alternate uses under consideration with respect to their overall fit with the Library building, and their relative success with respect to each other, SOM developed a series of Evaluation Criteria. Several versions of these criteria were reviewed with SOM's client group during the course of the study, for both appropriateness and relative weight. The criteria described here, and used to review each use in its respective section of this report, represent a simplified and summarized version of the issues discussed during the course of the study.

One of the primary purposes of the criteria is to identify the "trade-offs" involved in the implementation of each alternative use within the building. The optimization of one use may result in very large floor areas, but at the expense of the significant spaces. Another may involve an unusual number of building changes, but may yield a surprisingly efficient layout. This is the reason for the relative "grading" of the alternative uses with respect to each other. The purpose is not to produce a "bottom line" sum or single answer; in fact, the higher the number of alternative uses which fit the Library building with relative success, the happier the outcome of this study.

The criteria are described here, but are referred to in the sections for each use only by name. Where they are used for evaluation, the success of each use is described in such terms as "Excellent", "Good", "Fair", and "Poor".

1. **Cultural Use:** Does the use help to strengthen the Civic Center as a cultural center for San Francisco?

   San Francisco is outstanding among cities nationwide in having a cohesive group of cultural and civic business uses oriented around City Hall. While the civic business use is a given -- civic centers exist primarily to do civic business -- the cultural uses need support and nurturing, as they are less financially stable and more potentially mobile. There are also at present, not surprisingly, more non-cultural uses in the Civic Center than cultural uses, so the cultural presence in the Civic Center can be made stronger.

2. **Civic Business:** Does the use help to make the Civic Center work as a government business center?

   Civic business is a natural use for the Civic Center area as it helps city government to function, with proximity of agencies and activities which must work together.

3. **Urban Design:** Does the use contribute to positive urban design relationships in the Civic Center?

   There are several ways in which the implementation of an Alternate Use can contribute to positive urban design relationships: by filling out the block to shape the Fulton and Hyde Street edges; by locating active and outdoor-related uses near Ground Floor entries; and by increasing public activity and circulation in the Civic Center.

4. **Significant Spaces**: Does the use preserve and maintain the building's significant spaces?

   The preservation of the significant spaces, in a form in which they can be perceived and appreciated by the user or visitor to the building, is important to the success of each Alternate Use. Preserving these spaces means that the qualities for which they qualified as significant -- their spatial proportions, architectural details, etc -- are maintained in good condition and can be experienced by the public during normal building use.

5. **Spatial Compatibility**: Does the use benefit from the unique proportions of spaces and the relationships between them?

   The layout of a successful Alternate Use will take inspiration from the nature of the spaces in which it is implemented, and help to contribute to the visitor's appreciation of the spatial relationships of the Library building as well, so that they are mutually complementary.

6. **Usable Area**: How much usable area can the building provide for the use? How efficiently can it be provided?

   Some Alternative Use options provide more usable area more efficiently than others, especially for the primary use in relation to related uses, circulation or other spaces.

7. **Functional Layout**: Can the layout of the use within the building allow for good functional relationships?

   Plan dimensions, distances, relationships between spaces, and fixed building elements all affect the success of the functional layout of an Alternate Use.

8. **Public/User Circulation:** Can good circulation and orientation for the user, particularly the public visitor, be provided?

   Ideally, the user/public visitor should be well oriented, from the building's entry throughout the building, to the principal use spaces and most of the related uses, and the circulation should be clear and efficient.

9. **Service Circulation:** Can the layout of the use provide for good circulation for service requirements?

   Service circulation should be clear, direct and efficient and should not interfere with user circulation or the layout of spaces served.

10. **Relative Cost:** How does the magnitude of the construction cost for the use relate to the realization of the use?

    Relative cost refers to costs which help to evaluate how the cost of one Alternative Use compares to another, or to the accommodation of that use in another location.

Museum

The generic program for this use is intended to cover all kinds of museums: Art, Archaeological, Historical, Archival, Ethnographic, Musical, Physical/Natural Science, Technological, and Educational. Each museum type has its own mix of gallery space relative to support space. Some permanent exhibition museums can be 75 to 80% gallery, whereas certain types of art museums with a large turnover of exhibits or heavy educational programs might have as little as 25% gallery space. (For instance, the Oakland Museum is approximately 50% gallery space. The new Museum of Contemporary Art in Los Angeles has approximately 25% gallery space.)

The generic Museum program assumes that the gallery spaces are to provide for paintings, sculptures, historical, science museum or natural history exhibits of average size, i. e. similar to those found in other museums in San Francisco, with additional space around them for circulation by the visiting public. It assumes that a variety of gallery spaces is desirable, so that different spatial experiences may be had, and different kinds of objects put on display. It also assumes that an especially large, flexible space would be desirable for visiting exhibitions or special shows.

Museum Use A utilizes the existing building only. Museum Use B combines the existing building with a contiguous addition of gallery space on three floors at the 45 Hyde site. Museum C combines the existing building with a 600 seat auditorium and some additional gallery space at 45 Hyde. One major public entrance is assumed, with adequate circulation space and facilities such as ticket desks and orientation space for what would, in any of the three alternatives, be one of the largest museums in San Francisco.

Each of the museum studies, A, B and C, utilize the building's significant spaces intact as primary public places. The entry hall, grand staircase and delivery room form the major ceremonial public circulation for the use. New elevators would augment the stair for access to upper levels. The two large reading rooms are proposed as major gallery spaces. Their high windows, properly screened to control ultraviolet light, would provide good natural light for the general lighting in the spaces. These spaces, because of their volume and grand proportions, would make particularly good gallery spaces. The linear quality of these spaces works well with the nature of most museum visitor circulation, with adequate width for large exhibits or works or art. Their arrangement in a nearly continuous band of space on the second floor allows for good flexibility in layout.

The "Delivery Room" forms the core of the museum schemes. Its unusual size and volume gives it a presence which provides much more for a Museum than public circulation. It should be imagined that this space, and the colonnaded spaces flanking the grand stair, form extraordinary gathering places for the museum public. The right piece of monumental art would be at home here, as well as special functions such as receptions or formal dinners.

All three museum studies build new floors into the stack spaces, contiguous with existing floors. The existing light wells are enclosed at the basement level only. An opportunity exists to develop the wells as outdoor sculpture or garden courts. Although sunlight penetrates to the ground floor very little of the time, these spaces could be a very attractive feature of the building.

In Museum B and C large gallery spaces would be added in the new construction at the Hyde Street end of the building. Museum B, which maximizes gallery space, provides large highly flexible exhibit halls on the 2nd and 3rd floors. These rooms are approximately 26 feet high and 15 feet high respectively, offering many options for both permanent and traveling installations. With the large gallery in Museum B, San Francisco would be able to attract many large travelling exhibits beyond those now accommodated in city museums.

Museum C includes a 600 seat auditorium. The auditorium is entered from the rear of the hall and utilizes the Delivery Room as a foyer. The seating area slopes down toward Hyde Street. Several smaller meeting rooms are provided adjacent to the auditorium and can be used in conjunction with or separately from the larger space. Space can be provided for front and rear projection rooms in the auditorium.

Related areas include a cafe, dining room or cafeteria, bookstore, and checkroom, all related to the public entry; and administrative office space. Food service is provided on the ground floor, and kitchen space is available to support cafe service to full dining, with possible outdoor dining along the Fulton Street mall.

The large existing basement provides sufficient storage, curatorial and shop space, with ample ceiling height, to provide first rate support space for gallery functions. In Museum B and C, a contiguous basement would be added under all new construction.

Museums have very demanding ventilating and air conditioning requirements. These are most easily accommodated in Museum B and C options, since they can be located primarily in the basement of the new construction. A new mechanical plant for Museum A, because it will be located in existing space, will be a more difficult installation.

Truck access for Museum A will utilize the existing open area between the library and the 45 Hyde office building. It would be advisable to roof this area, even if it remains open air. Museum Use B would provide a truck dock with receiving and holding areas off Hyde Street. Museum Use C provides a truck dock off McAllister Street, with similar areas for holding and storage.

It is assumed that new passenger elevators will be required to serve Museum visitors; new public toilet rooms will have to be added in several locations; new freight elevators will be required for the installation and maintenance of exhibits; and new mechanical and electrical space will be required in core areas.

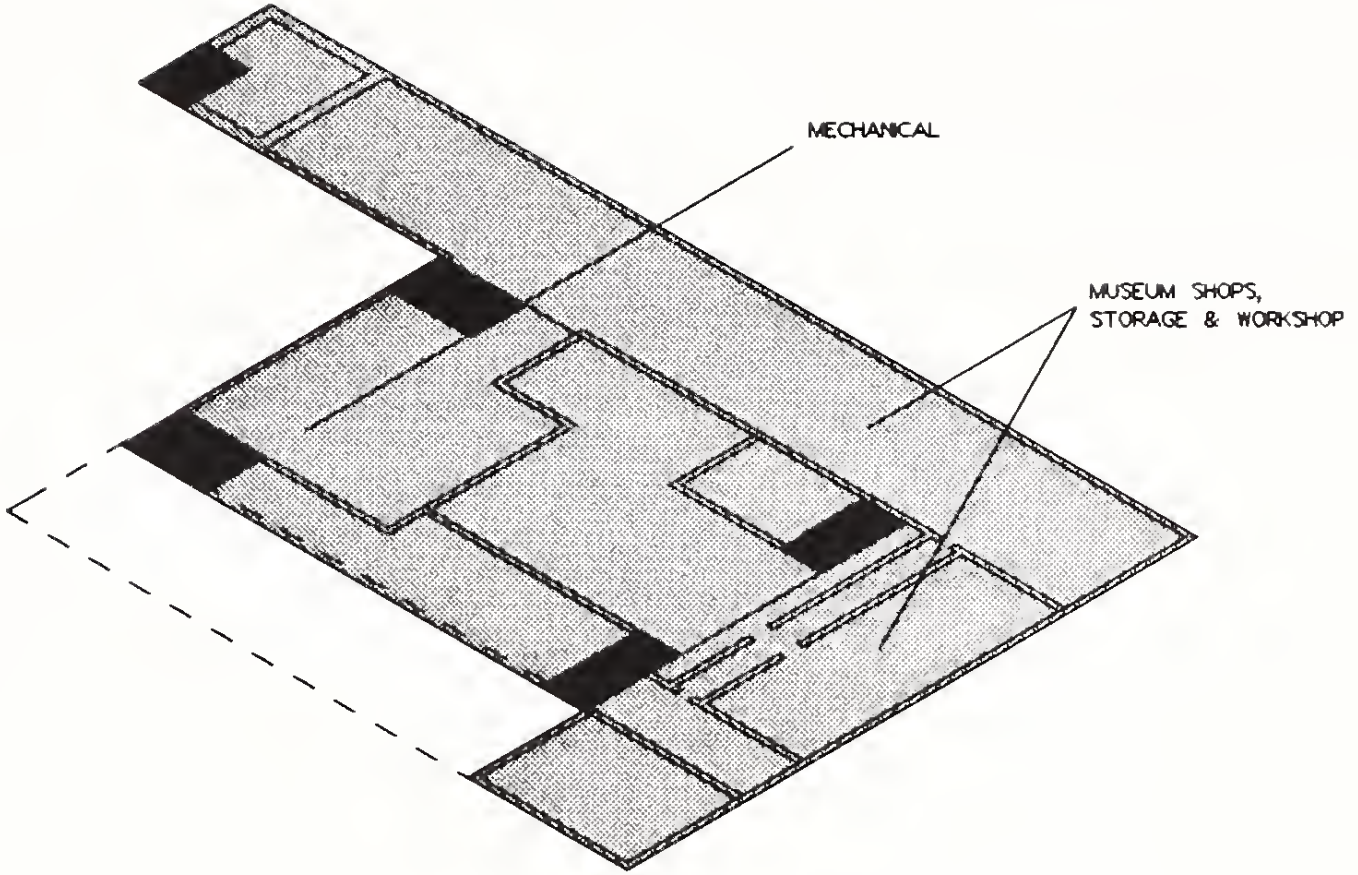
The curatorial staff of any museum will have a program which will be very specific about quantities of gallery space versus the appropriate mix of backup and related spaces. There appears to be considerable flexibility within the material presented here to trade off one space need against another to achieve specific program requirements.

All versions of museum use were found to be particularly well suited to this building. The use takes maximum advantage of the significant spaces and provides gallery space, in several quantities, of real diversity and flexibility. The large existing basement provides generous backup space which museums need; space for shops, large scale storage, packing and holding, and curatorial functions. All in all this is one of the best potential alternate uses for this building.

As a variation on this use, several different institutions could occupy the building. The most sensible way to divide the building is horizontally, a museum on each floor or some combination of two floors plus one floor.

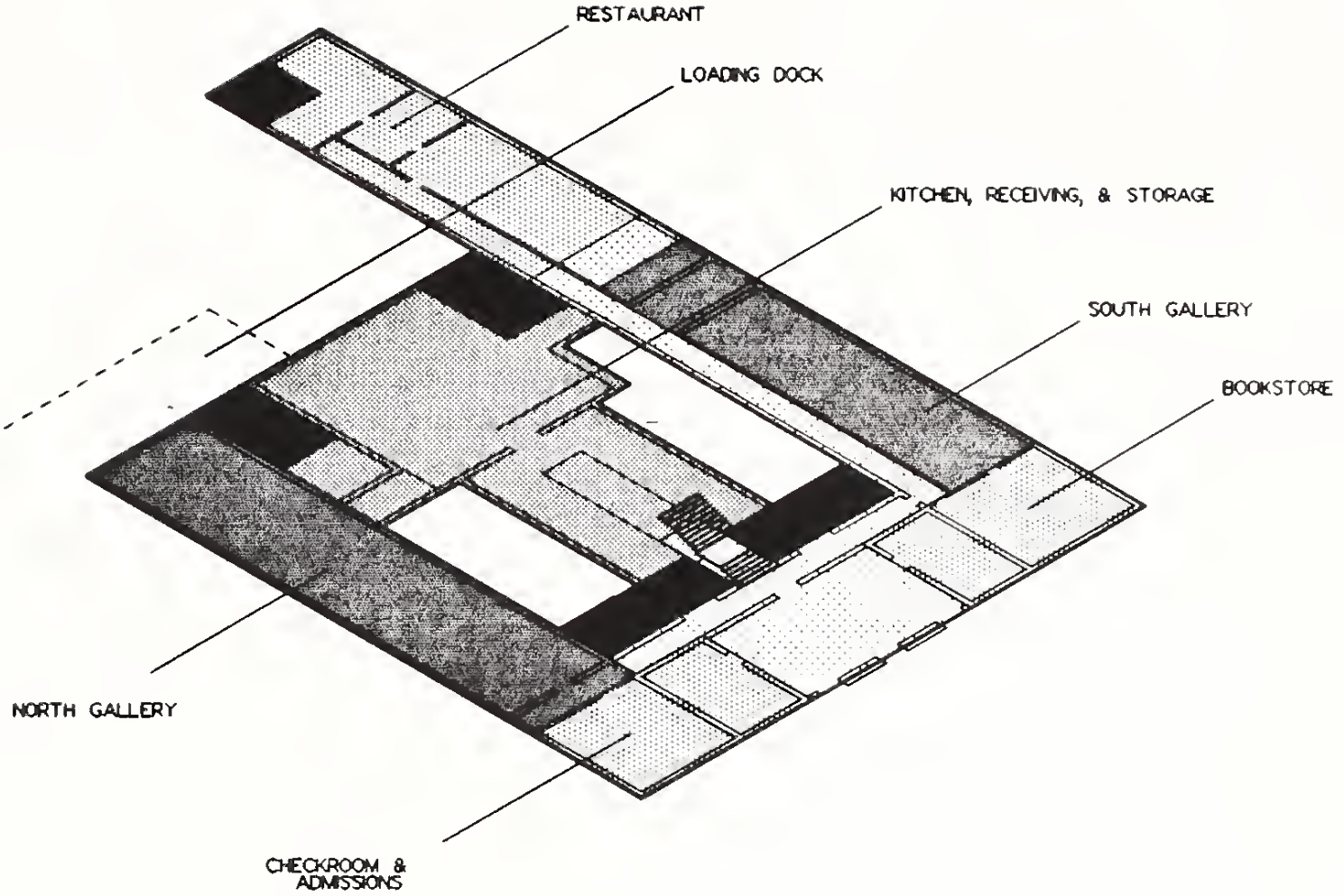
Each museum would have separate gallery space and could share storage, shop and delivery areas. Separate elevatoring, or a floor lockout system, could control access to different spaces at different times. The "major" museum would be on the second floor, but all would share the public entry, and first and second floors would share the grand stair and delivery rooms.

This subdivision of the building is applicable to all Museum Use studies, A, B and C. The total areas, and areas of gallery space by floor, can be determined by reviewing the area tables for Museum Use.



SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE A
PLAN: BASEMENT



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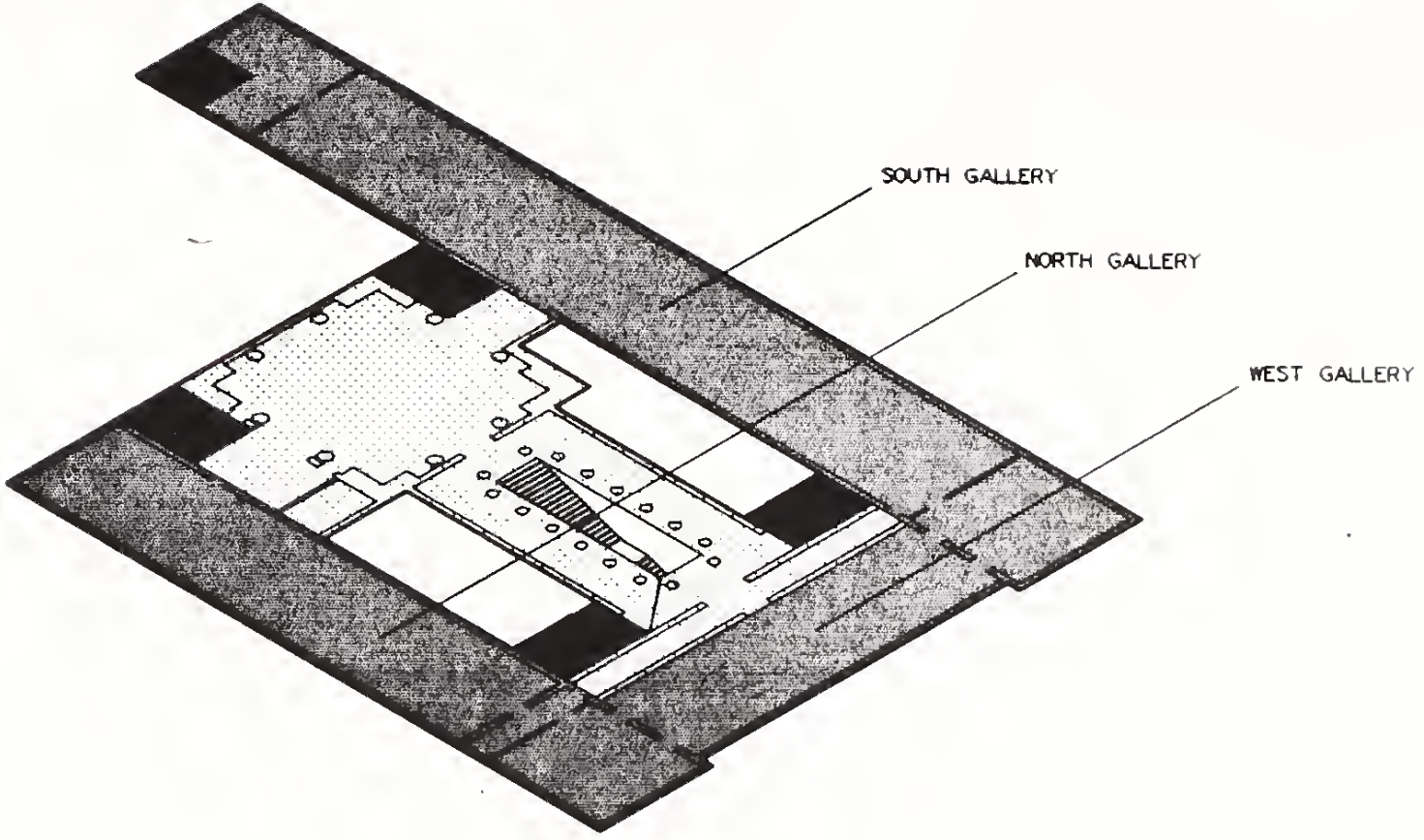
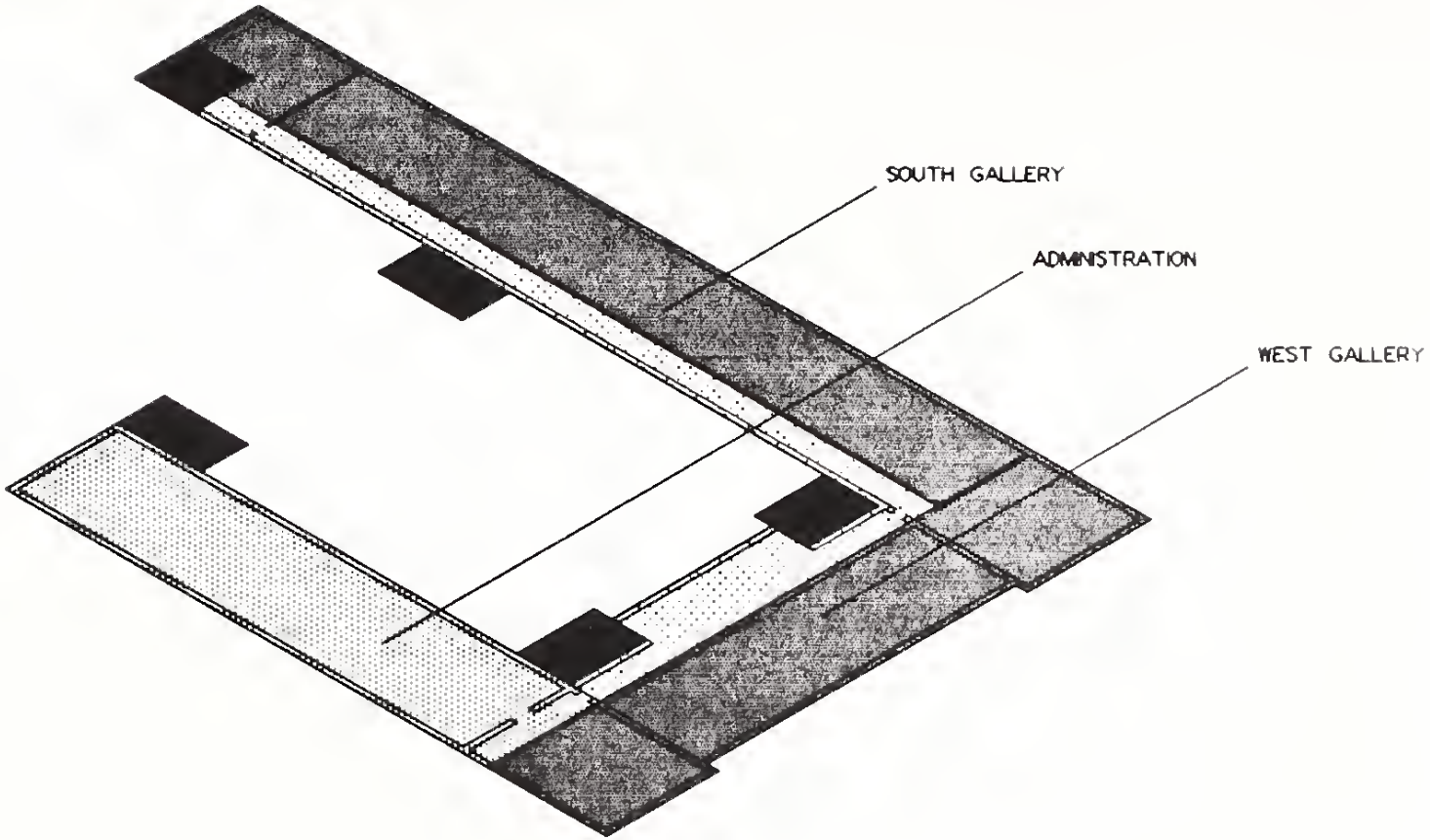
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE A
PLAN: GROUND FLOOR



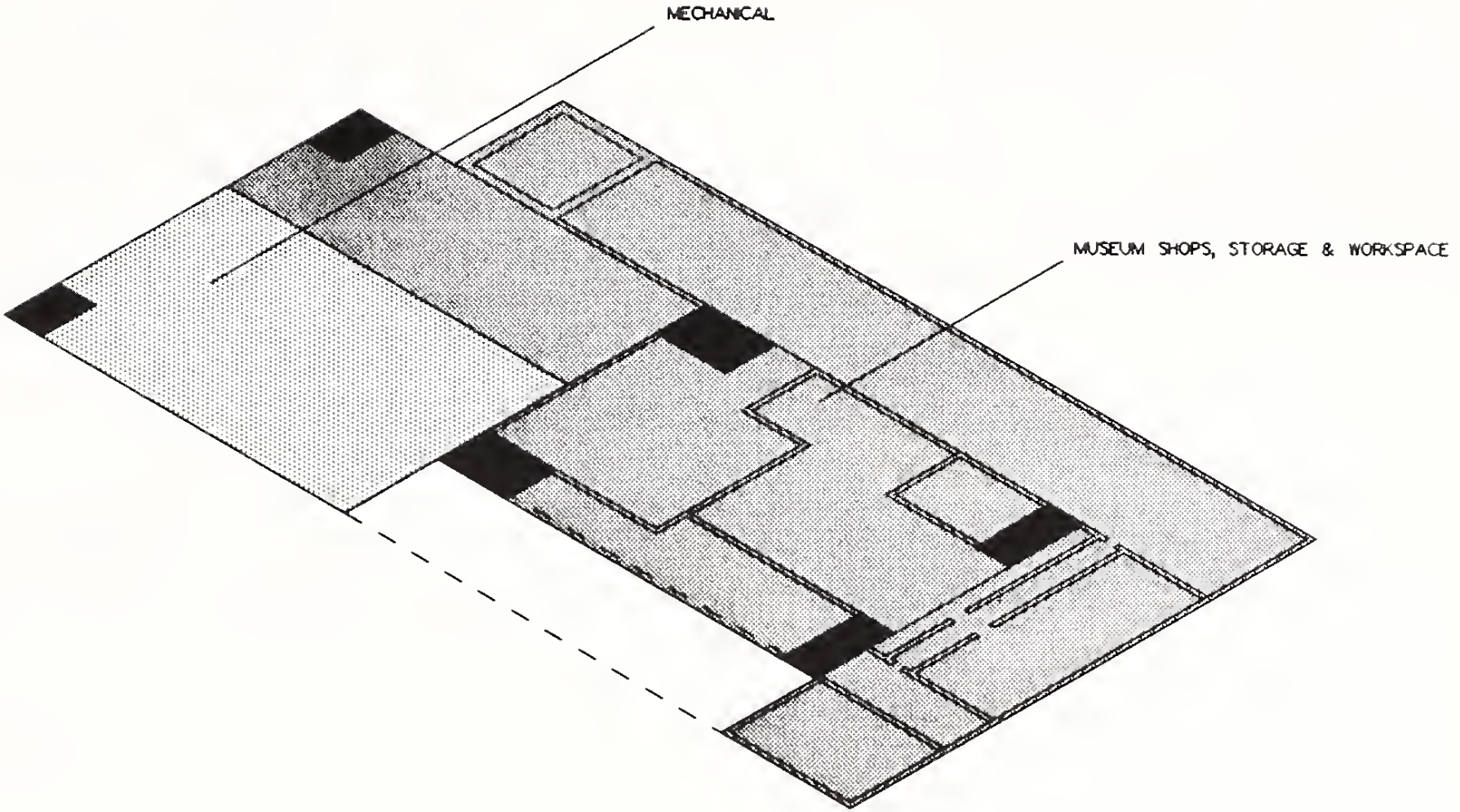
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE A
PLAN: SECOND FLOOR



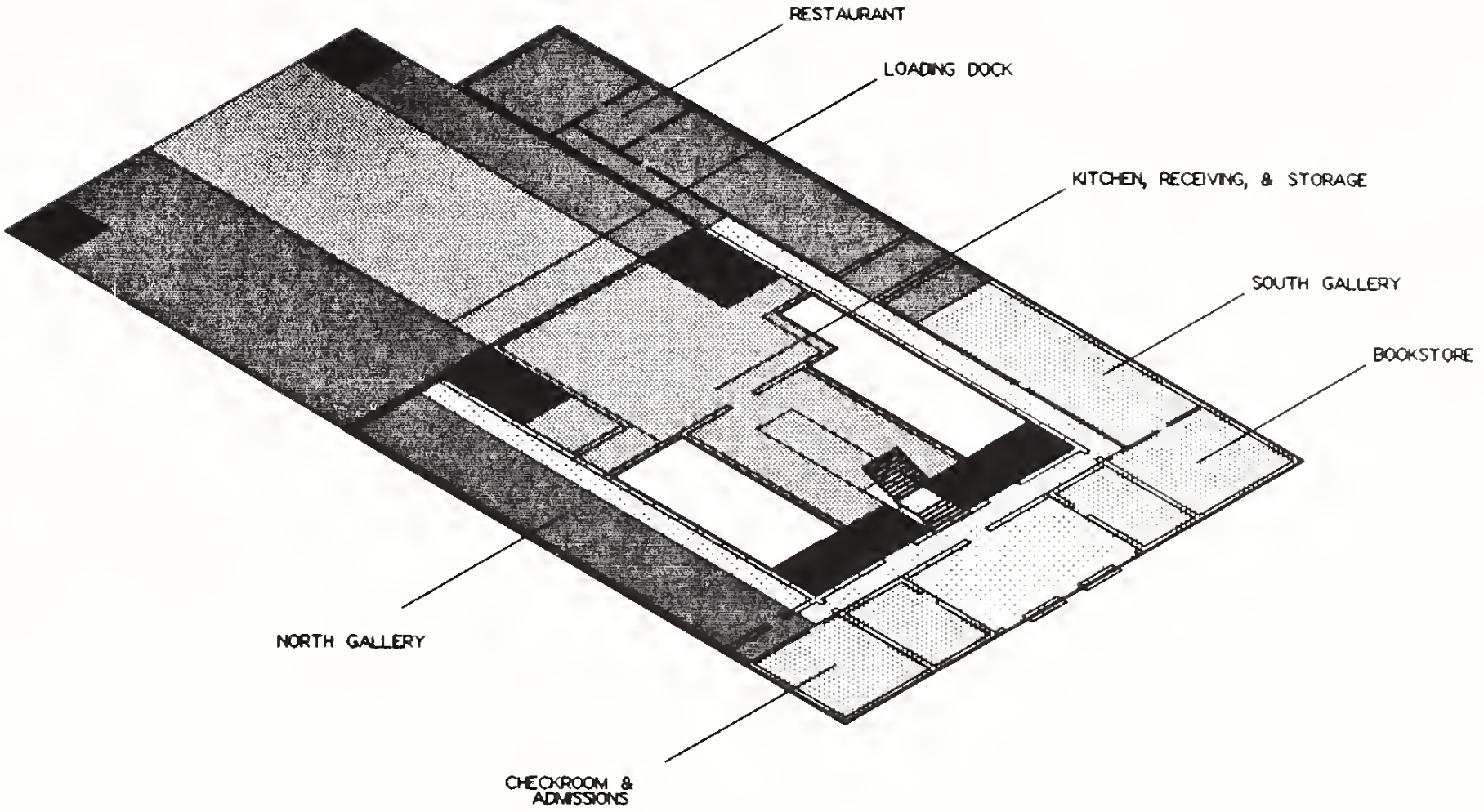
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE A
PLAN: THIRD FLOOR



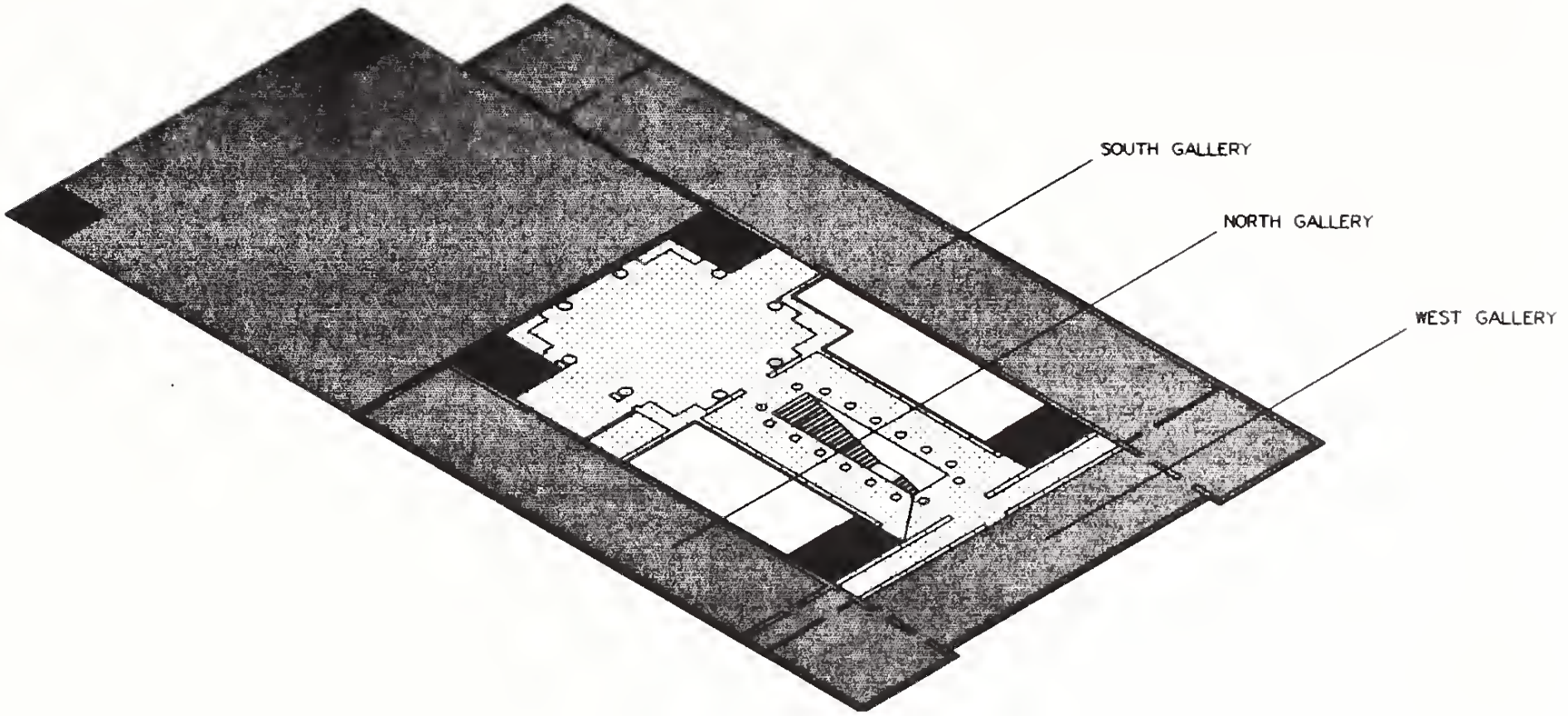
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE B & C
PLAN: BASEMENT



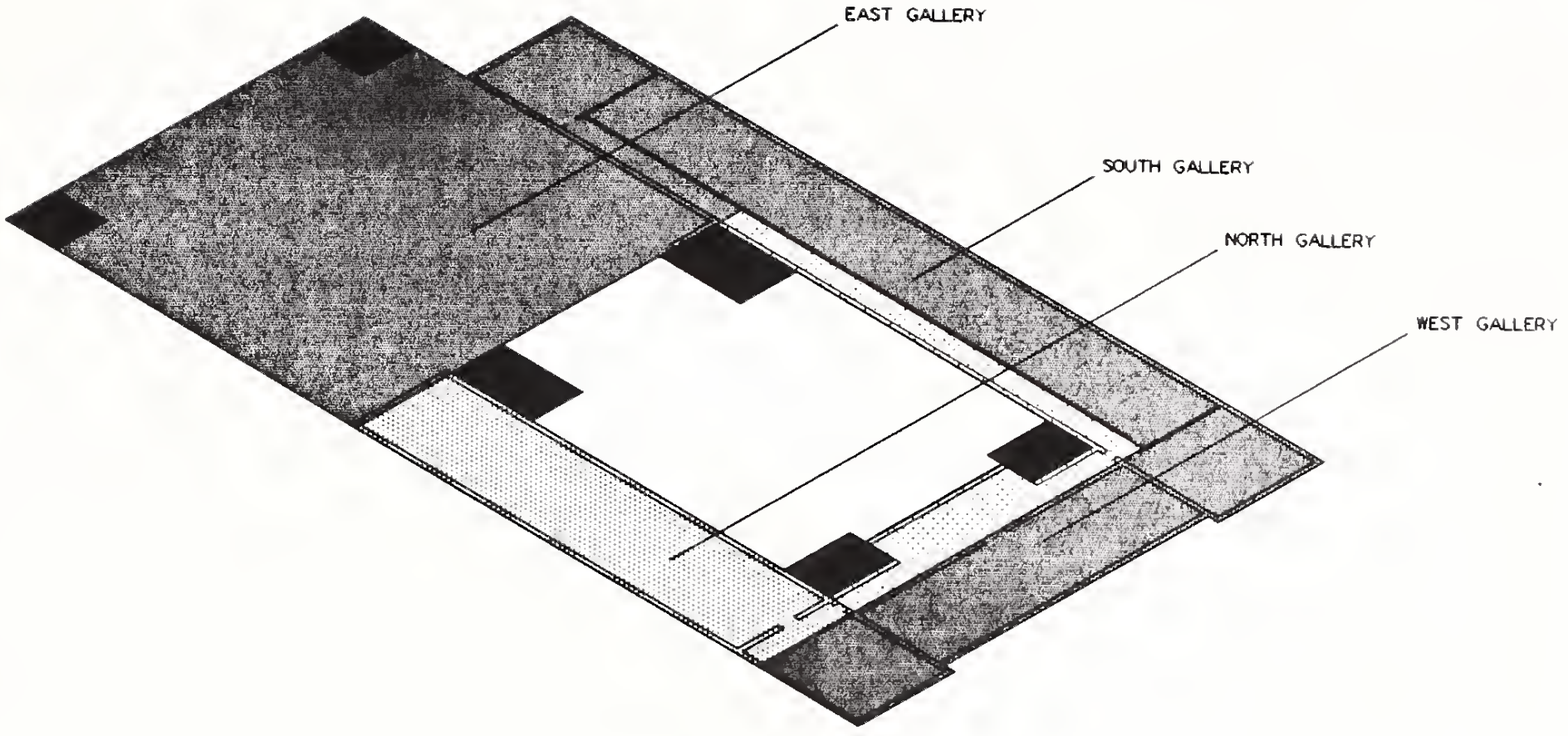
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE B
PLAN: GROUND FLOOR



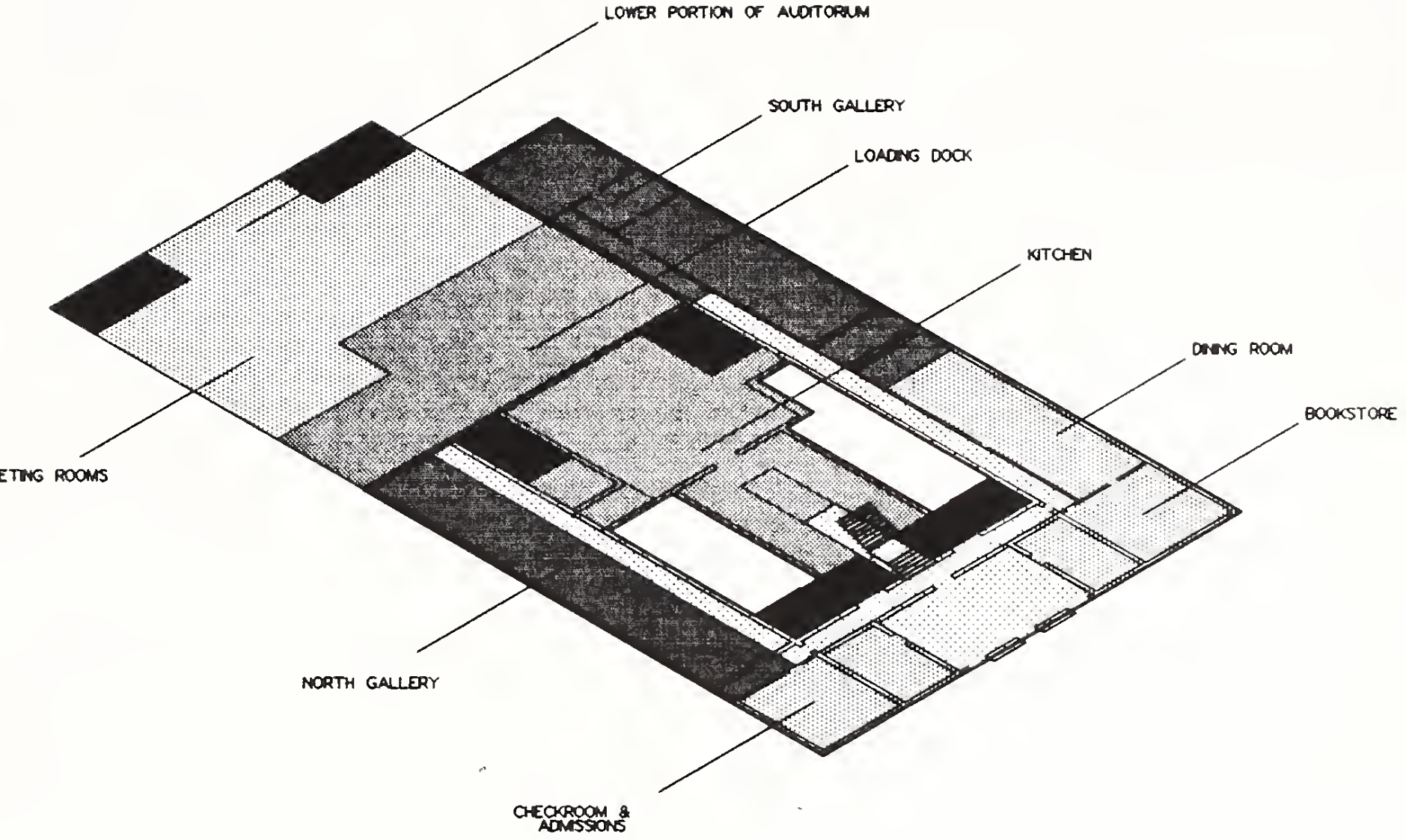
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE B
PLAN: SECOND FLOOR



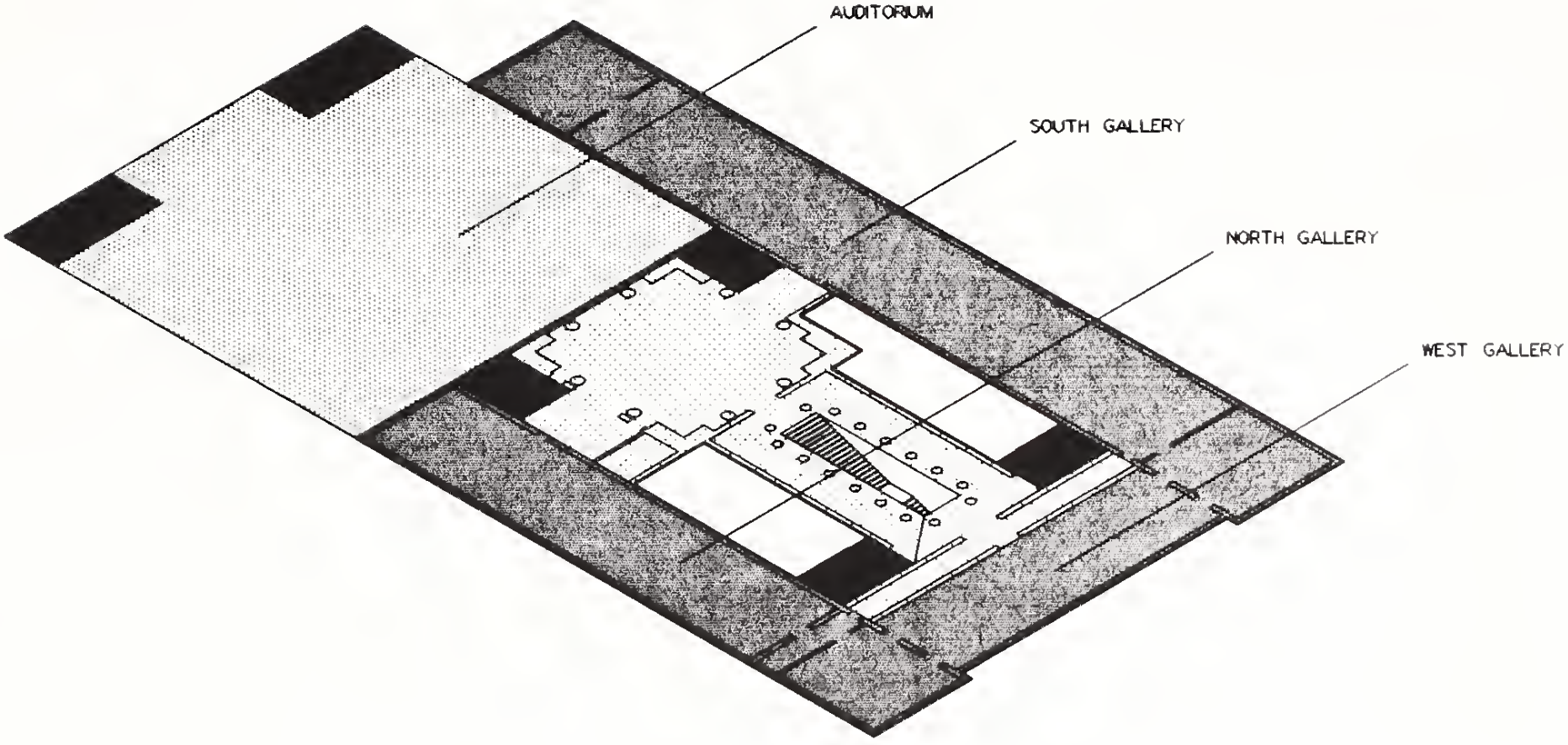
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE B & C
PLAN: THIRD FLOOR



SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE C
PLAN: GROUND FLOOR



SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MUSEUM USE C
PLAN: SECOND FLOOR

SAN FRANCISCO PUBLIC LIBRARY
Museum Use A (No Addition)
Areas in Gross Square Feet

FLOOR	PUBLIC CIRCULATION	GALLERY AREAS	RELATED AREAS	SERVICE AREAS	CORES	TOTAL
Basement				35,000[2]	2,000	37,000
Ground	5,500	11,000	9,000[3]	8,500[4]	2,500	36,500[1]
2nd	10,000	22,500			2,500	35,000
3rd	4,500	14,000	6,500[5]		2,500	27,500
		47,500				136,000

1) Existing Outdoor Dock
2) Mechanical & Storage & Shops
3) Public Dining Room, Bookstore, Checkroom, Administration
4) Loading Area, Storage, Kitchen
5) Administration

Order of Magnitude Costs

Estimated costs for new and modified construction:	$13 - $15 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$3 million
Total construction costs	$19 - $21 million
Plus 10% contingency	$21 - $23 million
Plus 17% for expenses of administering project	$25 - $27 million

SAN FRANCISCO PUBLIC LIBRARY
Museum Use B (Callery Addition)
Areas in Cross Square Feet

FLOOR	PUBLIC CIRCULATION	GALLERY AREAS	RELATED AREAS	SERVICE AREAS	CORES	TOTAL
Basement				55,000[1]	2,500	57,500
Cround	6,000	24,500	7,000[2]	15,000[3]	4,000	56,500
2nd	9,500	41,500			4,000	55,000
3rd	3,000	35,500	5,500[4]		4,000	48,000
		101,500				217,000

1) Mechanical Plant, Storage & Shops
2) Bookstore, Public Restaurant, Checkroom & Administration
3) Dock, Storage Areas, Kitchen
4) Administration

Order of Magnitude

Estimated costs for new and modified construction:	$22 - $25 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$5 million
Total construction costs	$30 - $33 million
Plus 10% contingency	$33 - $36 million
Plus 17% for expenses of administering project	$39 - $42 million

SAN FRANCISCO PUBLIC LIBRARY
Museum Use C (With Auditorium Addition)
Areas in Gross Square Feet

FLOOR	PUBLIC CIRCULATION	GALLERY AREAS	AUDITORIUM	RELATED AREAS	SERVICE AREAS	CORES	TOTAL
Basement					55,000[1]	2,500	57,500
Ground	6,500	11,000		11,500[2]	17,500[3]	5,000	51,500
2nd	9,500	21,000	14,500[4]	5,000[5]		5,000	55,000
3rd	3,500	35,000		5,500[6]		4,000	48,000
		67,000					212,000

1) Mechanical & Storage & Shops
2) Food Service, Bookshop, Ticketing & Administration, Meeting Rooms
3) Dock, Storage/Holding, Kitchen
4) 600 Seats, Rear & Front Projection Booths, Foyer
5) Meeting Rooms
6) Administration

Order of Magnitude Costs

Estimated costs for new and modified construction:	$22 - $25 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$5 million
Total construction costs	$30 - $33 million
Plus 10% contingency	$33 - $36 million
Plus 17% for expenses of administering project	$39 - $42 million

Evaluation Criteria: Museum

1. Cultural Use:

   Excellent for Museums A, B, and C. The entire building would be devoted to the accomodation of cultural uses and their services.

2. Civic Business:

   Fair for A, B, and C. Civic business is only served by this use if the Museum in question is a City-owned Museum.

3. Urban Design:

   Fair for A, Excellent for B and C. While all three uses activate the Civic Center with public circulation and have cafes on the Cround Floor, only B and C fill out the block with an addition at 45 Hyde.

4. Significant Spaces:

   Excellent for A, B, and C. The significant spaces are preserved and made easily accessible to the Museum-going public, and their appreciation may even be enhanced by linking them as a gallery sequence.

5. Spatial Compatibility:

   Excellent for A, B, and C. Many spaces in the Library building appear ideal as Museum spaces; their proportions, linear character, and relationships to each other, fit the Museum program extremely well.

6. Usable Area:

   Cood for A, Excellent for B and C. A has a relatively high proportion of fixed public circulation space relative to gallery space.

7. Functional Layout:

Good for A, B, and C. While most spaces lay out well, A lacks the flexibility of B and C, as it has no large modern gallery spaces. Some of the ground floor gallery and meeting spaces in B and C are remote from other spaces.

8. Public Circulation:

Excellent for A, B, and C. The user has good orientation from the entry through the staircase and delivery room sequence, and the delivery room acts as an effective circulation "hub".

9. Service Circulation:

Fair for A, excellent for B and C. The existing loading dock facilities are limiting for A in their location, flexibility, and relationship to gallery spaces above. The new facility in B and C can be either at or below grade, with direct access to most gallery spaces.

10. Relative Cost:

Good for A, B, and C. Because of the relatively good fit of the Museum use within the Library building, few costly improvements are needed for implementation of the use. The cost of renovating the building for a Museum use are likely to be substantially less than new construction for the same Museum uses.

Civic Office Use

The use of the library building as office space can be tested with some very straightforward assumptions. Modern office space is so highly defined as to its measure and efficiency and physical parameters that it is quite easy to make a determination as to the usefulness of a particular space as offices.

The differences among corporate space, speculative office development, and "back office" space are real, but narrow. One or two feet of floor-to-ceiling height, proximity to windows and natural light, the possibility of a view out, the potential for corner offices, and the size and efficiency of an individual floor plate are the currency which measures what type of office space is at hand. It is a matter of quality of finishes and, in central cities, height above ground which round out the ranking.

In these terms, the library does not fare well as an office building. There are four versions of office use - A, B, C, and D - in this study. It appears that a portion of the building would work well as office space, but the building as a whole would not.

Office use "A" uses the existing building only, infilling the stacks and lightwells on all floors. It retains the significant spaces by utilizing the entry, stair, and delivery room as public circulation and the reading rooms as office space. There is a truck dock at grade level with holding and storage space adjacent and freight elevator circulation to all floors and the basement.

The basement would contain the majority of the mechanical plant and much more storage space than necessary. It is possible to imagine some computer facilities on this level, but the existing structure would complicate typical layouts.

The office space on floors above would be of reasonable dimensions (length and width), but would often be of very unusual height. Providing adequate task lighting in such spaces would require alterations to the nature of the spaces, as would the furniture or partitions to allow for acoustic and visual privacy. The high windows in the reading rooms would contribute natural light, but would not afford the expected view out. Finally, the efficiency of the building would be quite low, meaning space could be had at a much lower per square foot price in another sort of building.

Office uses "B" and "C" utilize the existing building and build out the 45 Hyde site with contiguous floors. Since to optimize office space means to provide as much as possible, an additional floor is added between floors 2 and 3, possible because there is a great distance between them, called floor 2-1/2. This considerably increases the amount of office space for office use "B", although it sacrifices the two large reading rooms in that it bisects them vertically. The window-to-floor level relationship is irregular, with long stretches with oddly placed or no windows. Because of the width of the building, a significant portion of the office space is a long distance from windows (when there are windows). This sort of space, around the center of the building, is best used as "back office" space.

Office use "C" specifically addresses the problems use "B" creates with respect to the significant spaces. By introducing public gallery space into the south and west reading rooms, a much more attractive solution emerges for office use in the library building. The entry, ground floor, and presentation room are kept in the public realm as access to the gallery space.

The office uses could share this access or circumvent it by special use elevators. The gallery could utilize much of the basement storage space, and with the thoughtful placement of freight elevators and storage areas, the gallery could have direct access to the loading dock. This option appears to combine the best features of any of the office variations.

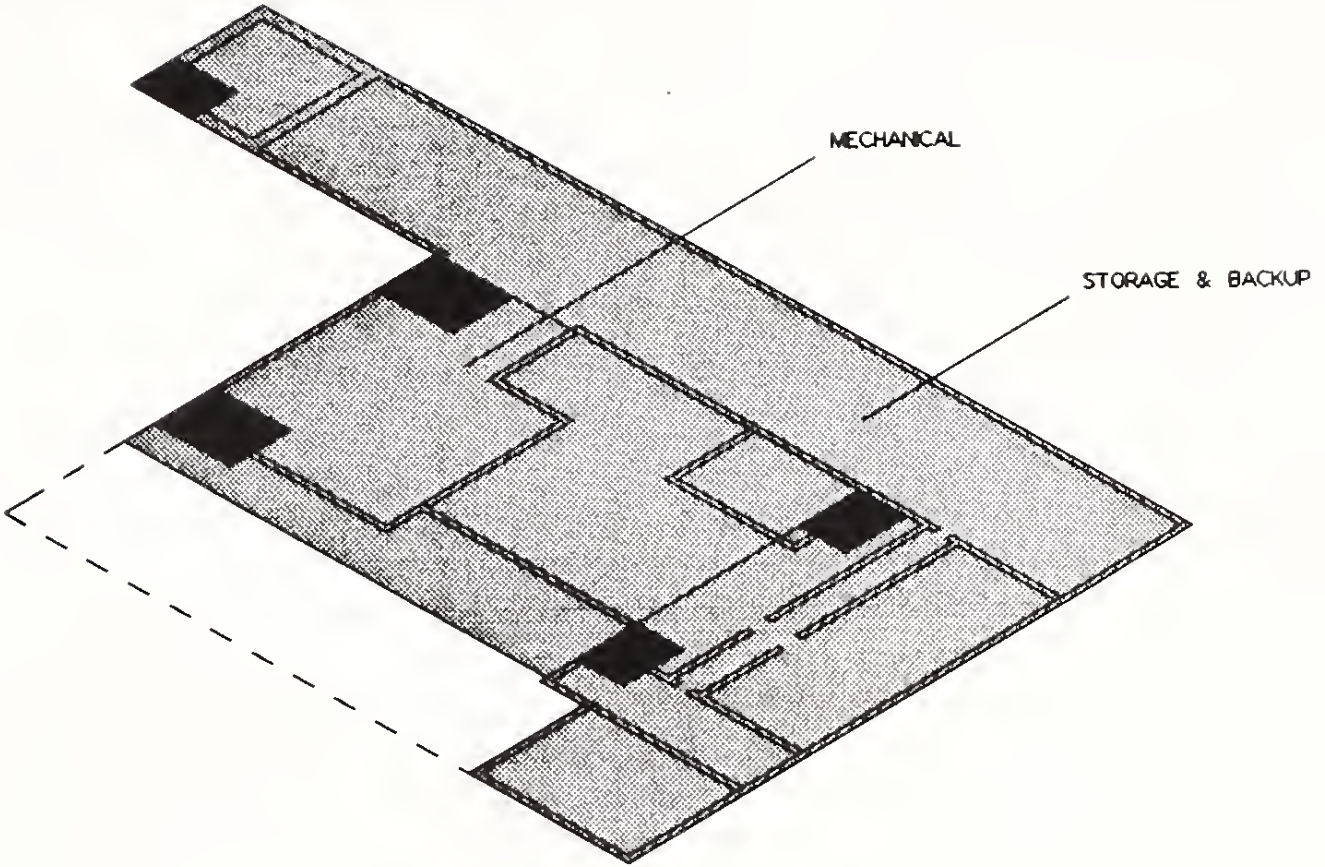
Office use "D" maximizes office space within the confines of the existing building walls and the zoning envelope, including the height limit, by demolishing all of the interior and roof structure and building new floor levels within the existing exterior walls, extended to include the 45 Hyde site. Six floors of typical height office space, plus a basement, could be built.

These floors would be built inside existing walls which were designed for the original floor heights and interior uses. Some floors would relate to existing windows and some would not. The roof would extend slightly above the existing parapet, but the visibility could be controlled by holding this floor back from the edge some distance.

For this option, because of the width of the building, the office space would be very deep, up to eighty feet from the perimeter windows, and many of these deep spaces would not even have windows at their perimeter. A light well at the center of the building could be created for some of the top floors, but this would effectively mean rebuilding the fragmentation of the existing Library building. One of the costs of this scheme is the loss of all significant spaces. Its main benefit is a large amount of interior space.

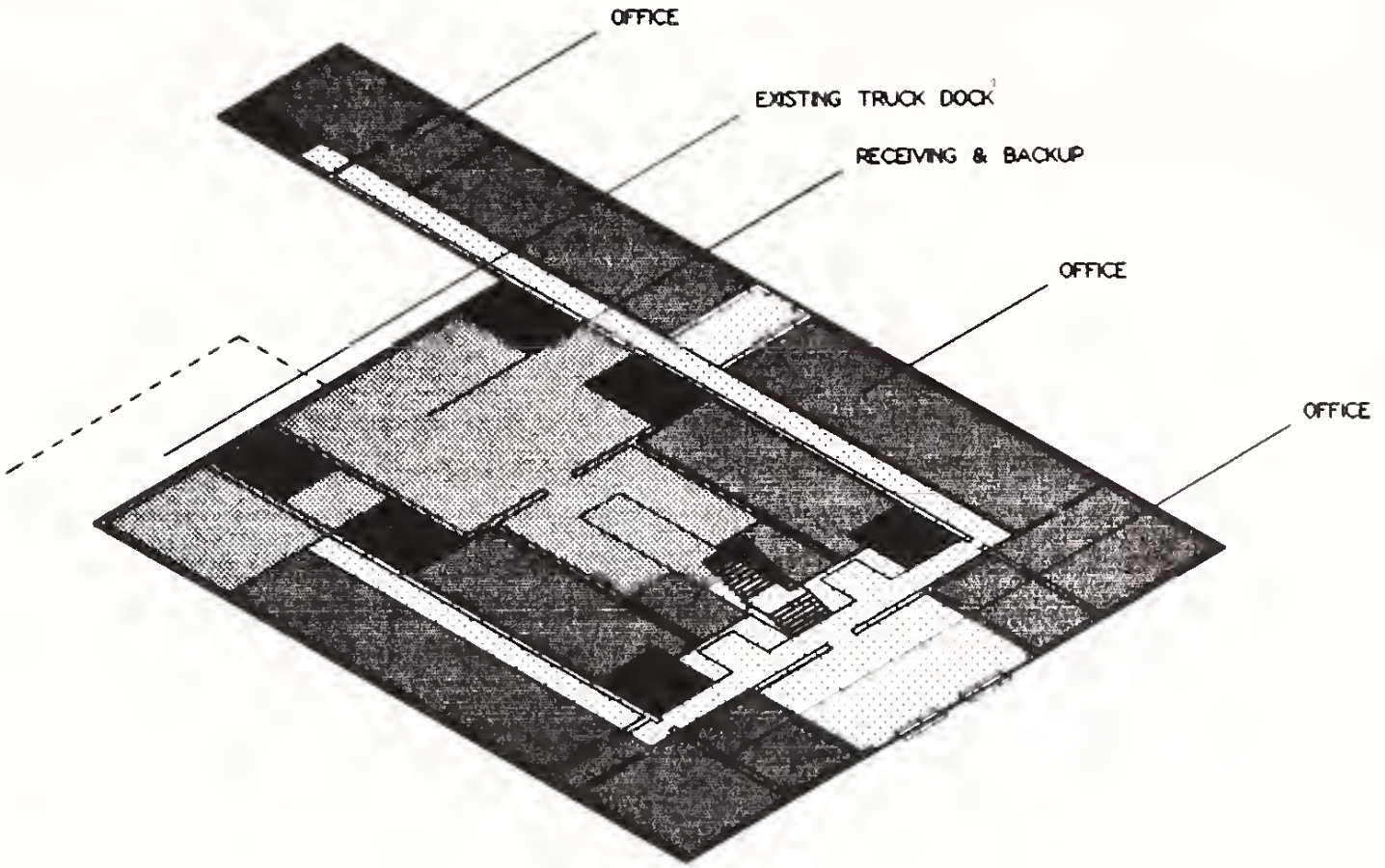
For the sake of comparison, the difference between "single tenant" and "multiple tenant" usage is illustrated in office use "B". The basic difference is the quantity of space required for public circulation, when there is a single user (that is the floor is one continuous use or department) versus several or many departments or physically separated entities on one floor. Two directions of exit must be maintained for each entity, thus with multiple tenants, there is less useable space available for office use.

If desirable, an "attic story" of office space could be added to the top of the building for Office Uses B, C, D, although this would cause the project to exceed the 80 foot height limit. To minimize its visual impact, it is assumed that this top floor would be set back 15 feet from the perimeter of the building on all sides. The ceiling height for the entire (existing) third foor would be reduced to 9'-0" in the case of Office B and C. The total building height with the attic story would thus be approximately 88 feet. The result would add 39,000 to 46,000 square feet to the total areas of Office Use B, C or D.



SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE A
PLAN: BASEMENT



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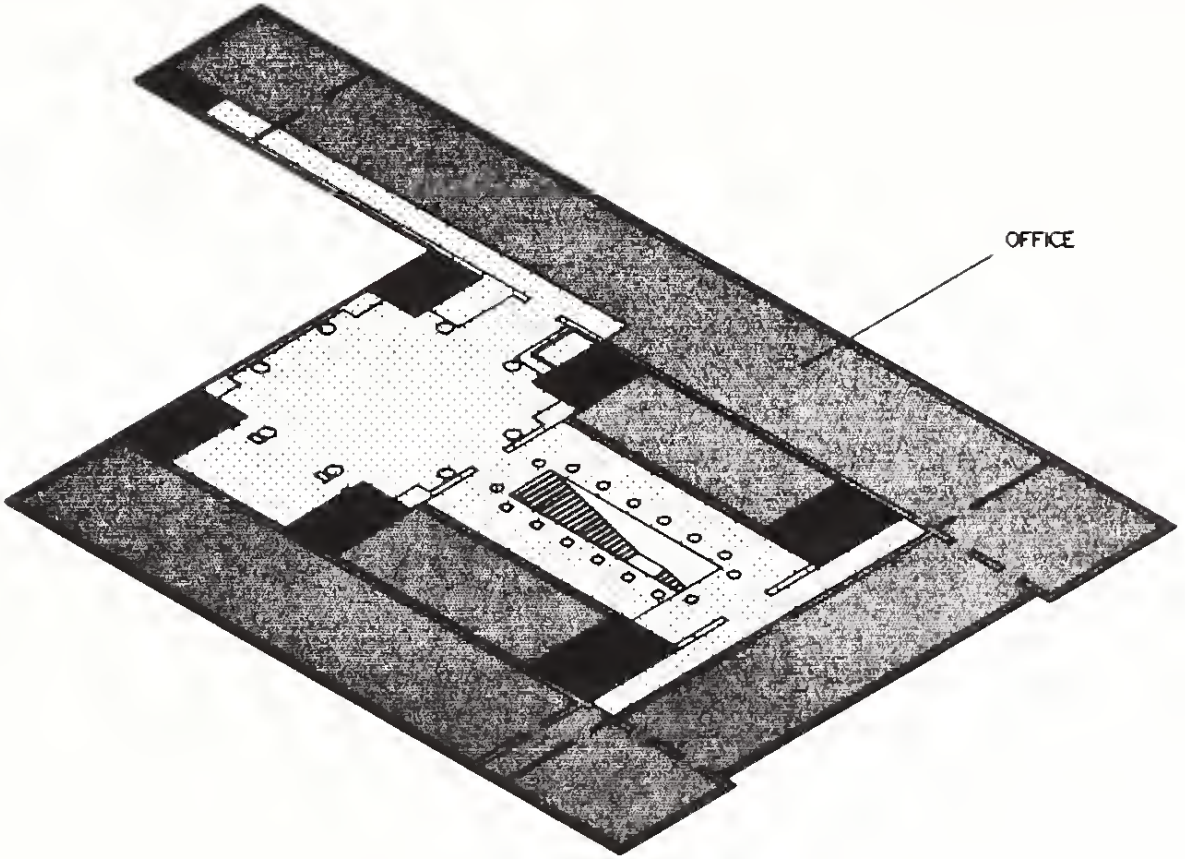
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE A
PLAN: GROUND FLOOR



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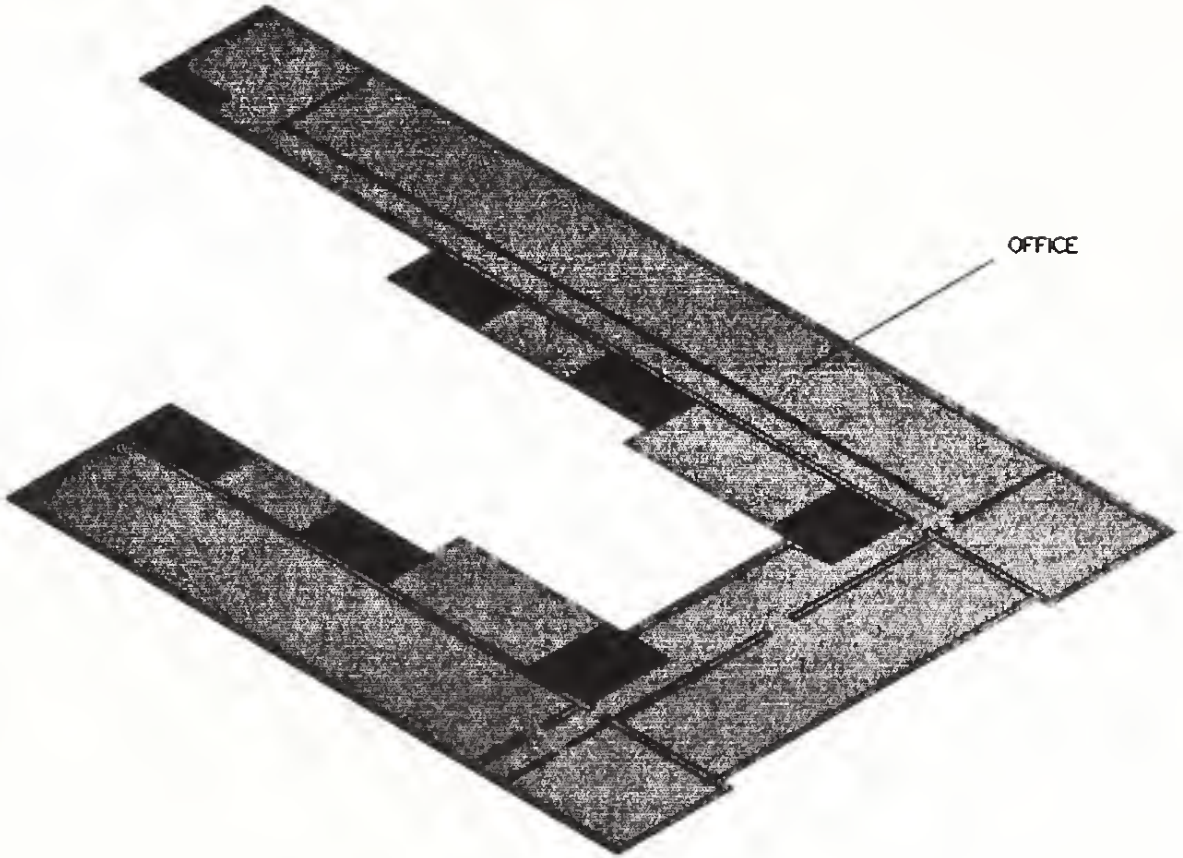
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE A
PLAN: SECOND FLOOR



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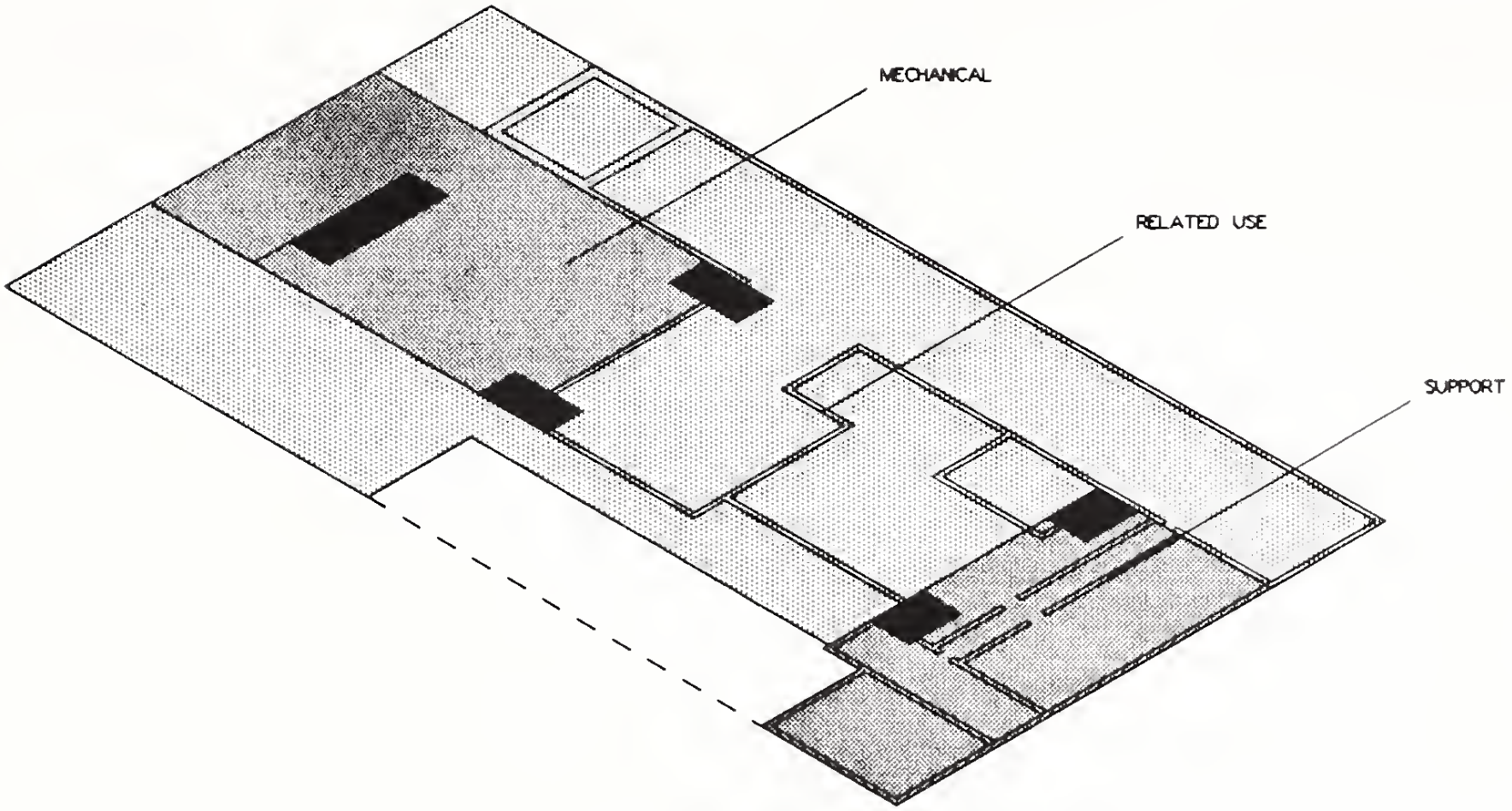
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE A
PLAN: THIRD FLOOR



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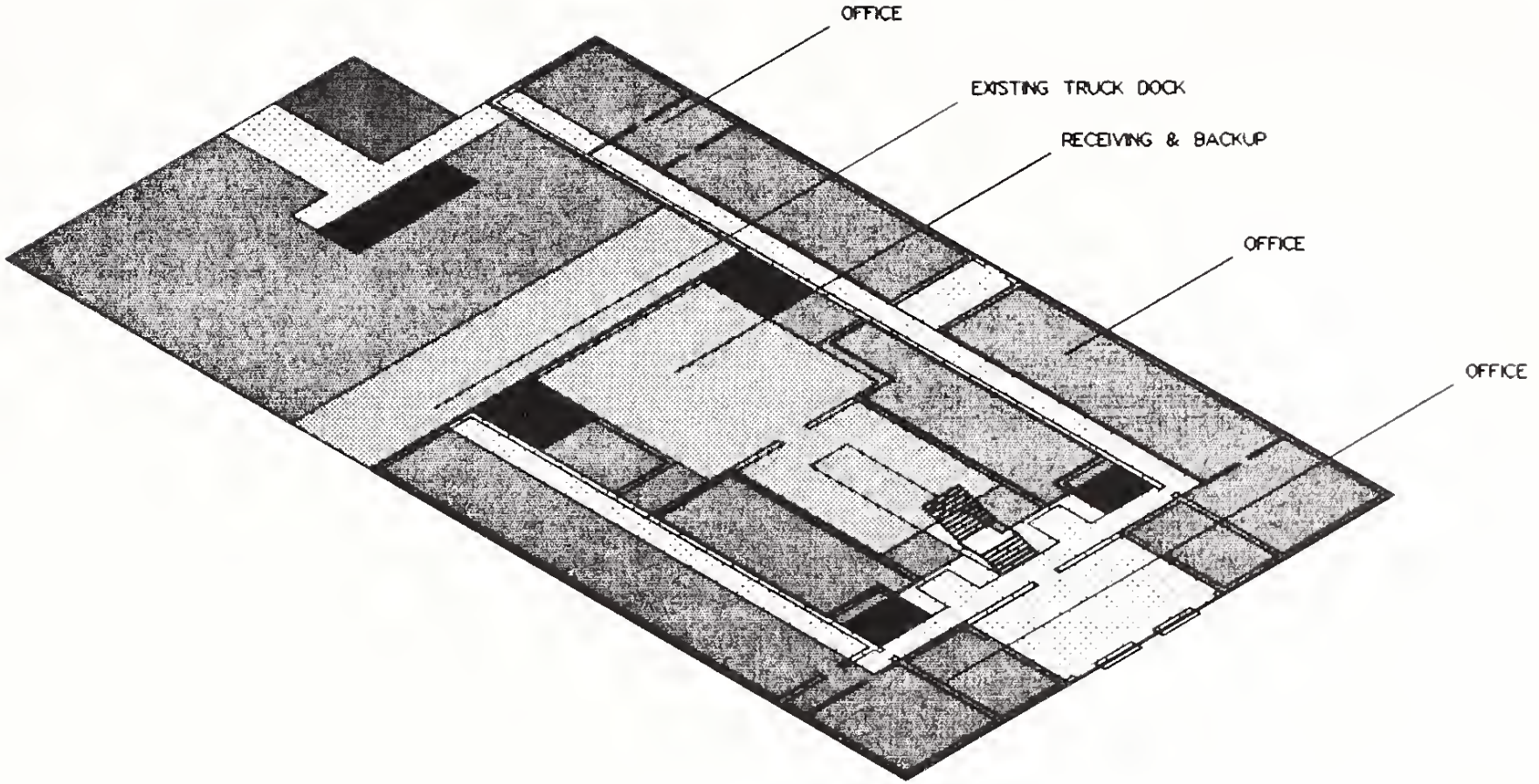
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE B
PLAN: BASEMENT



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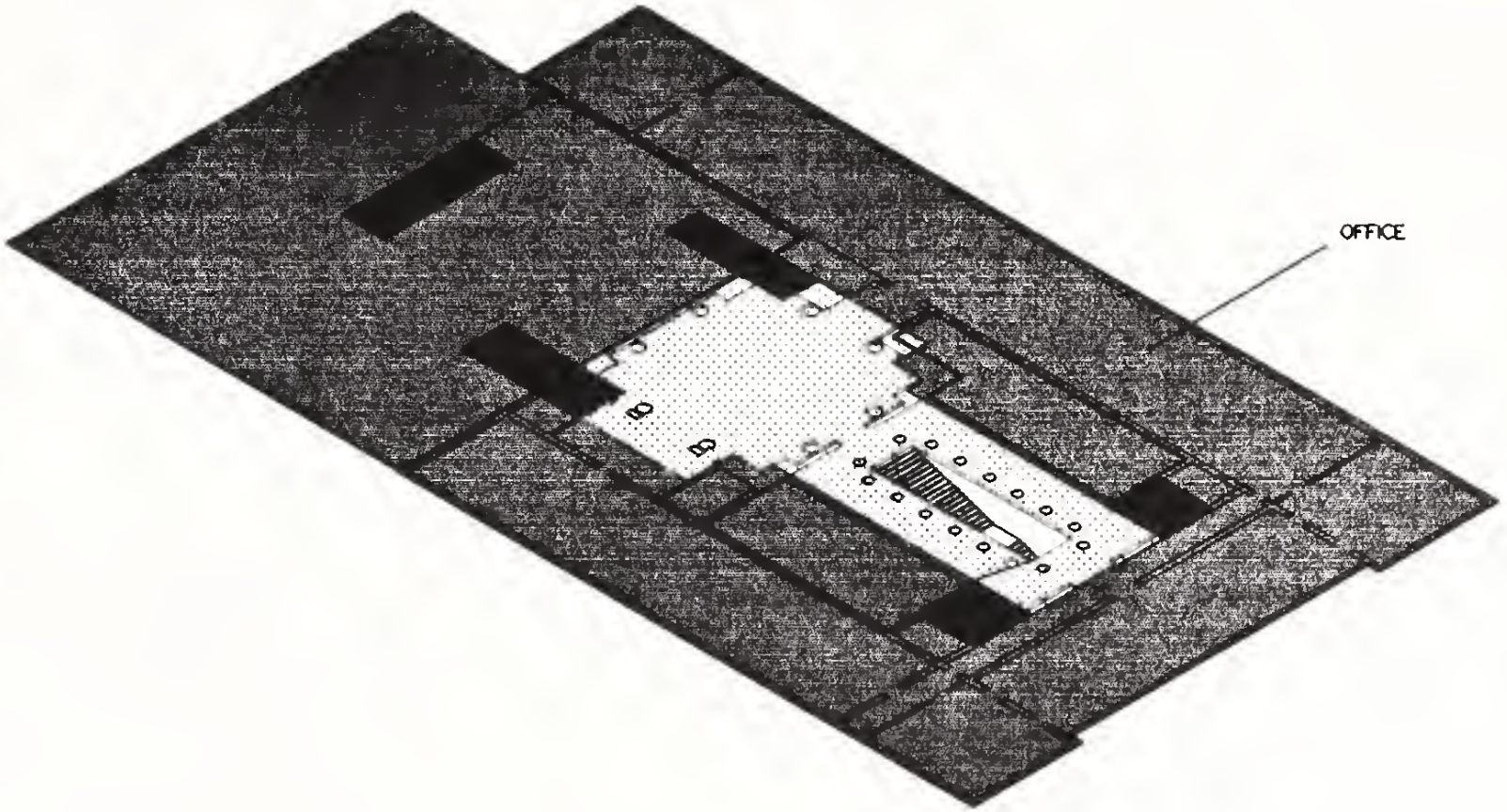
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE B
PLAN: GROUND FLOOR



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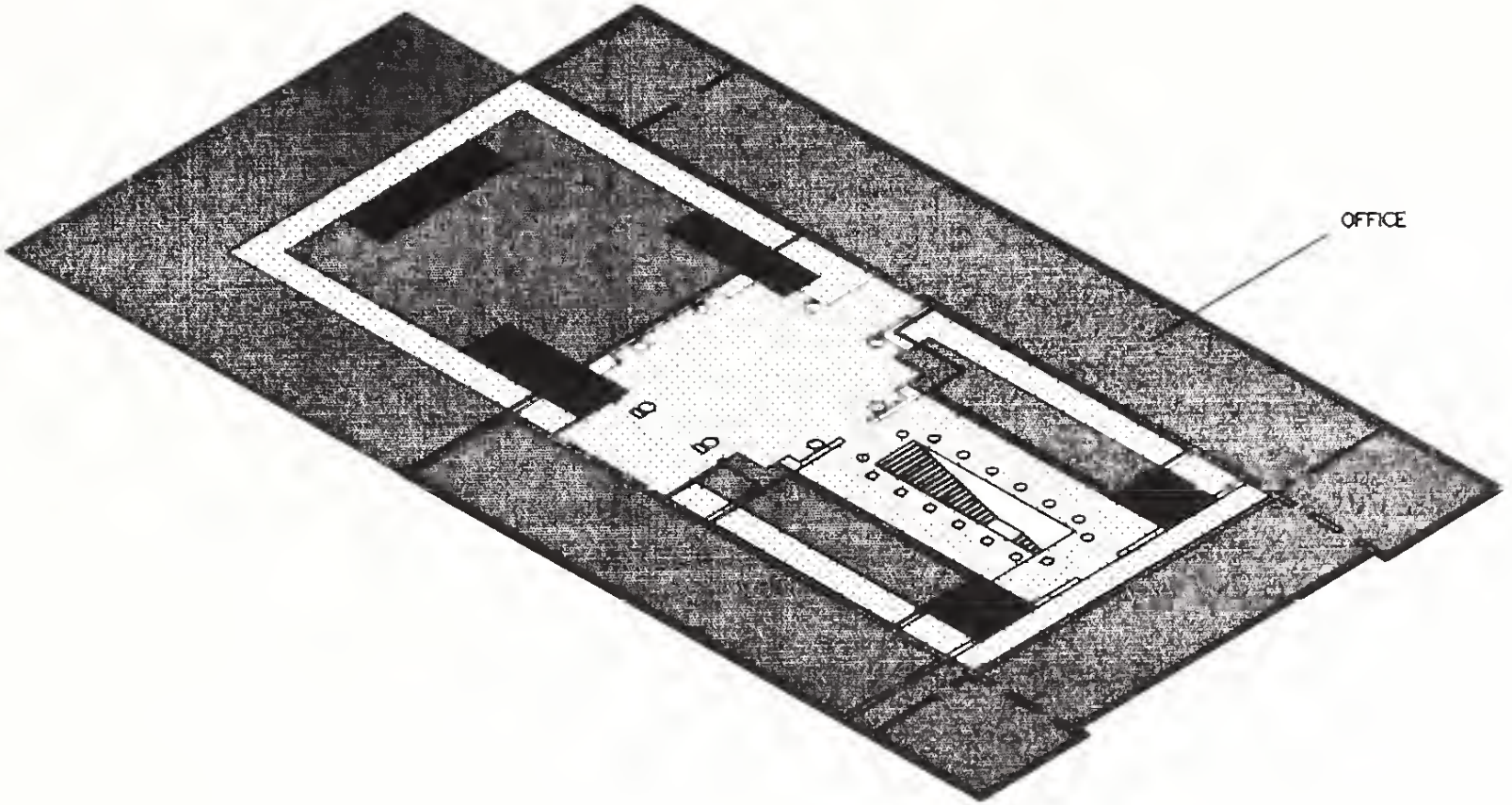
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE B
PLAN: SECOND FLOOR



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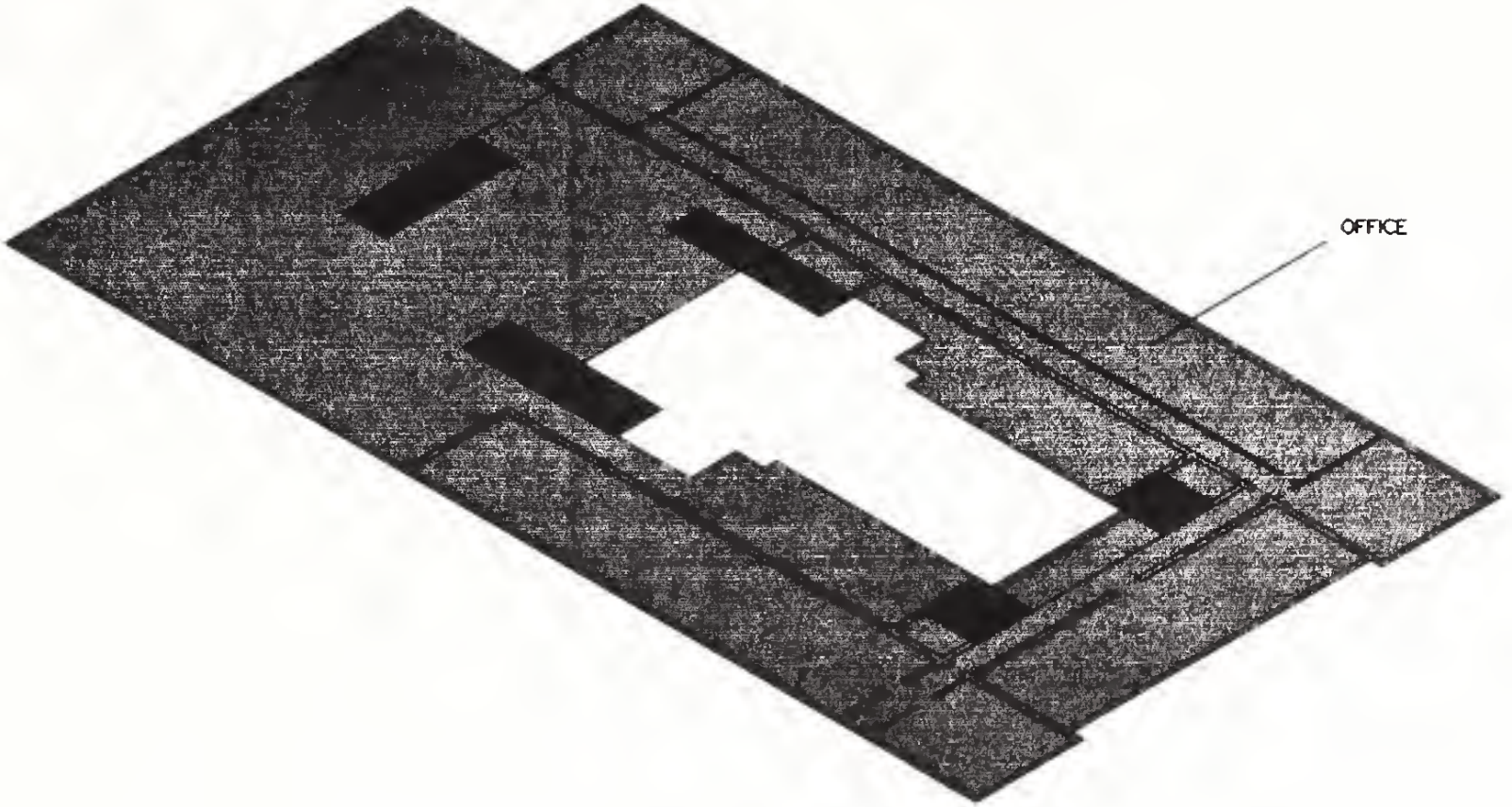
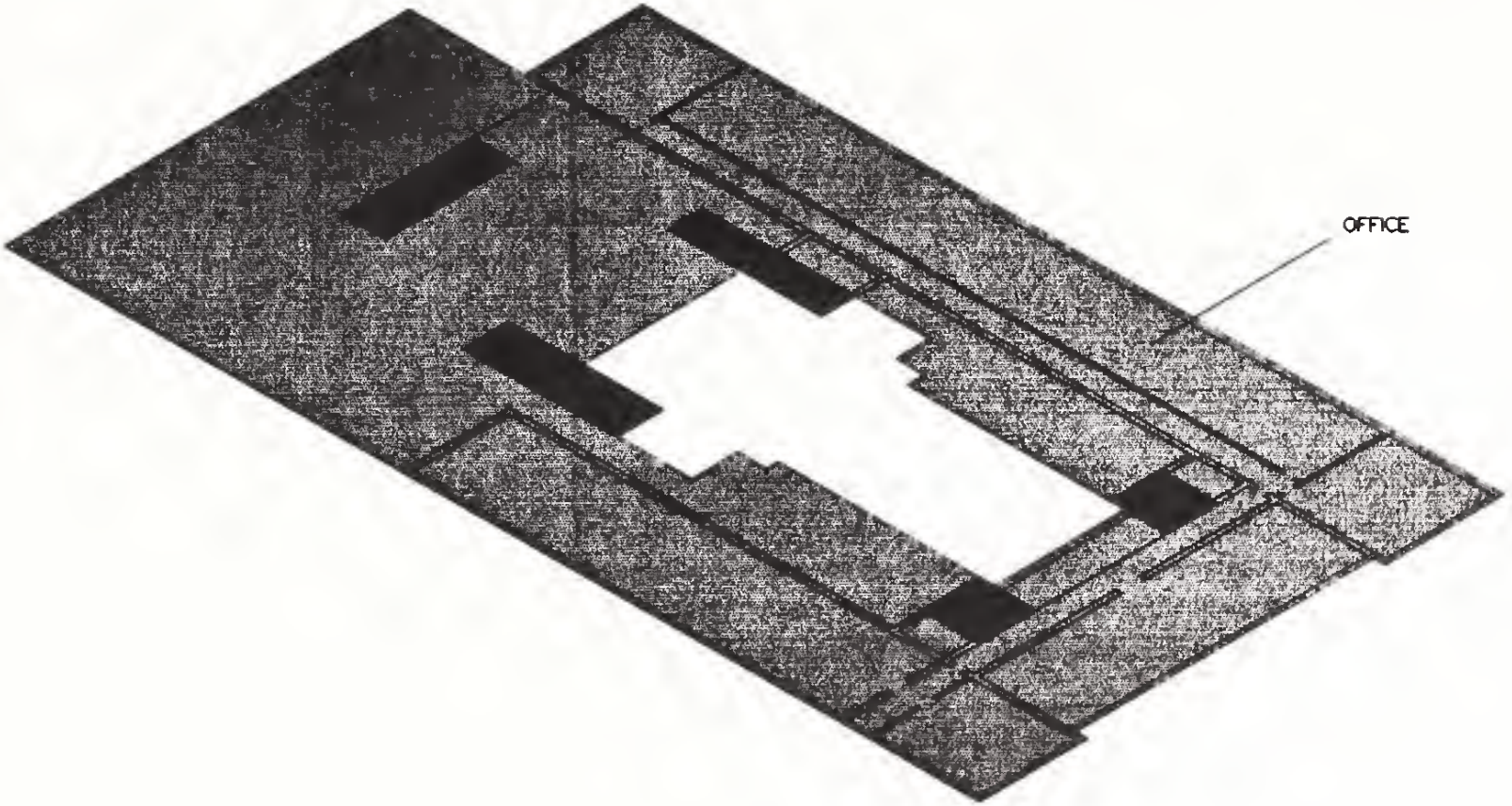
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MULTI-TENANT LAYOUT
OFFICE USE B
PLAN: SECOND FLOOR



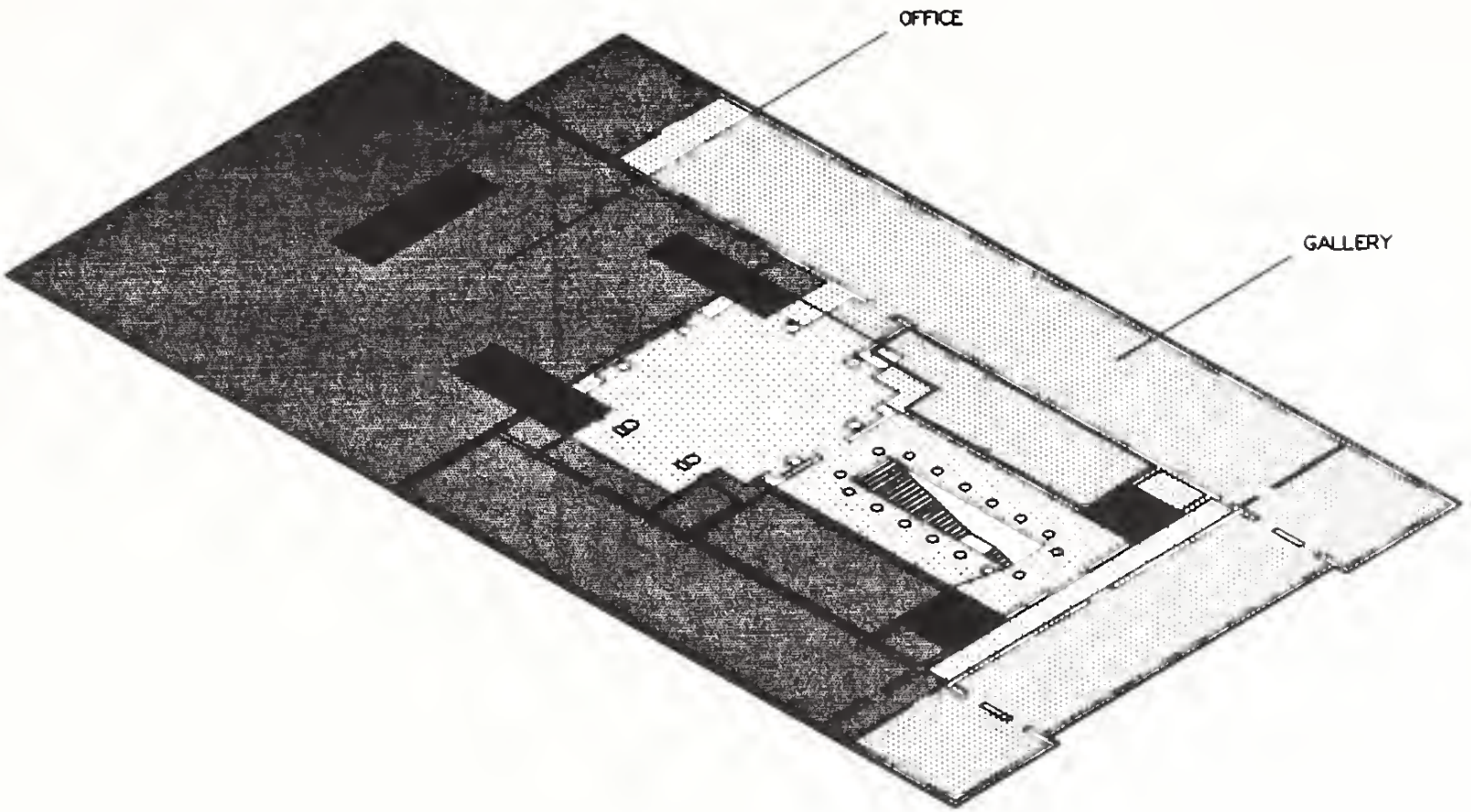
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE B
PLAN: 2 1/2 FLOOR



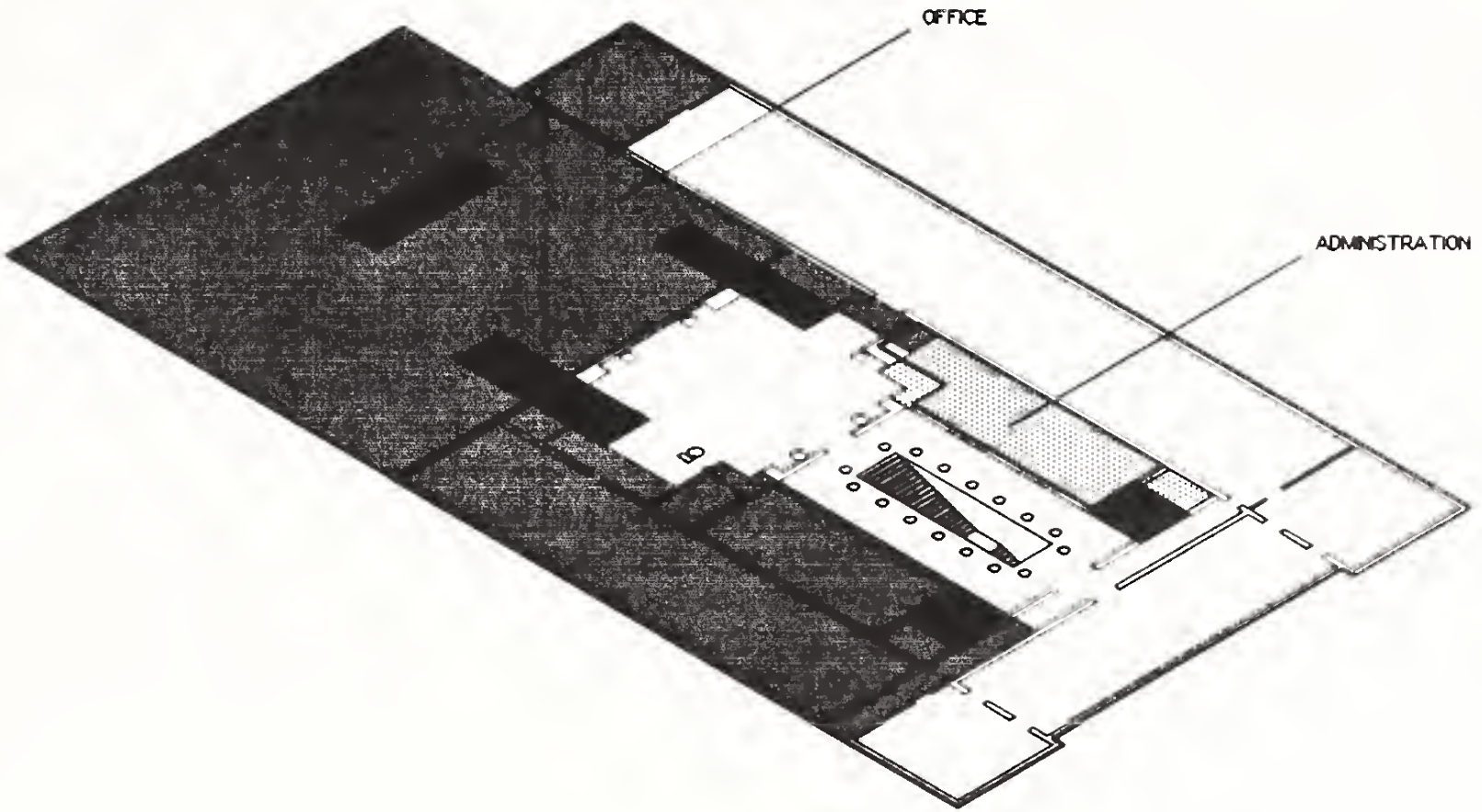
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE B
PLAN: THIRD FLOOR



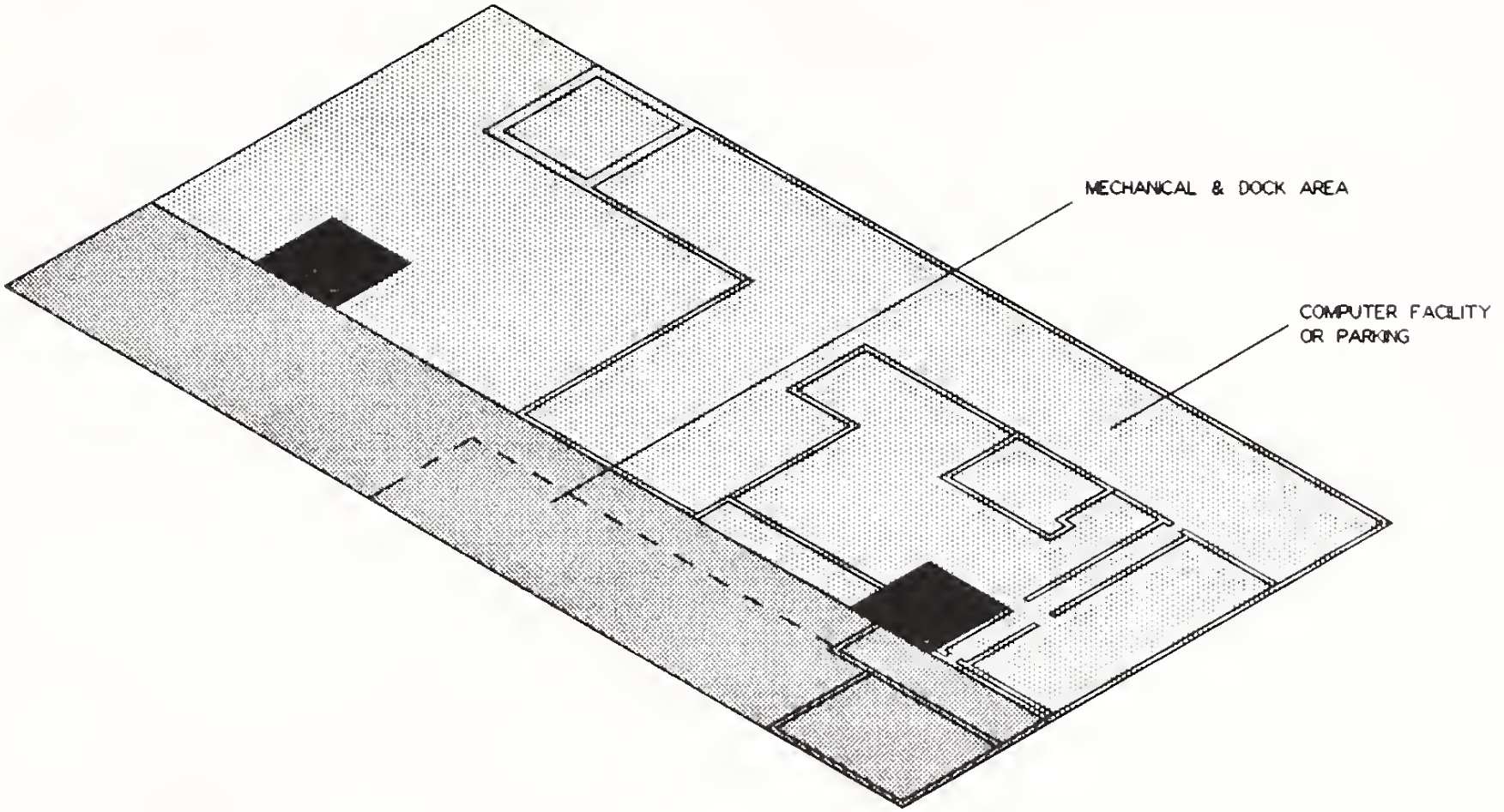
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE C
PLAN: SECOND FLOOR



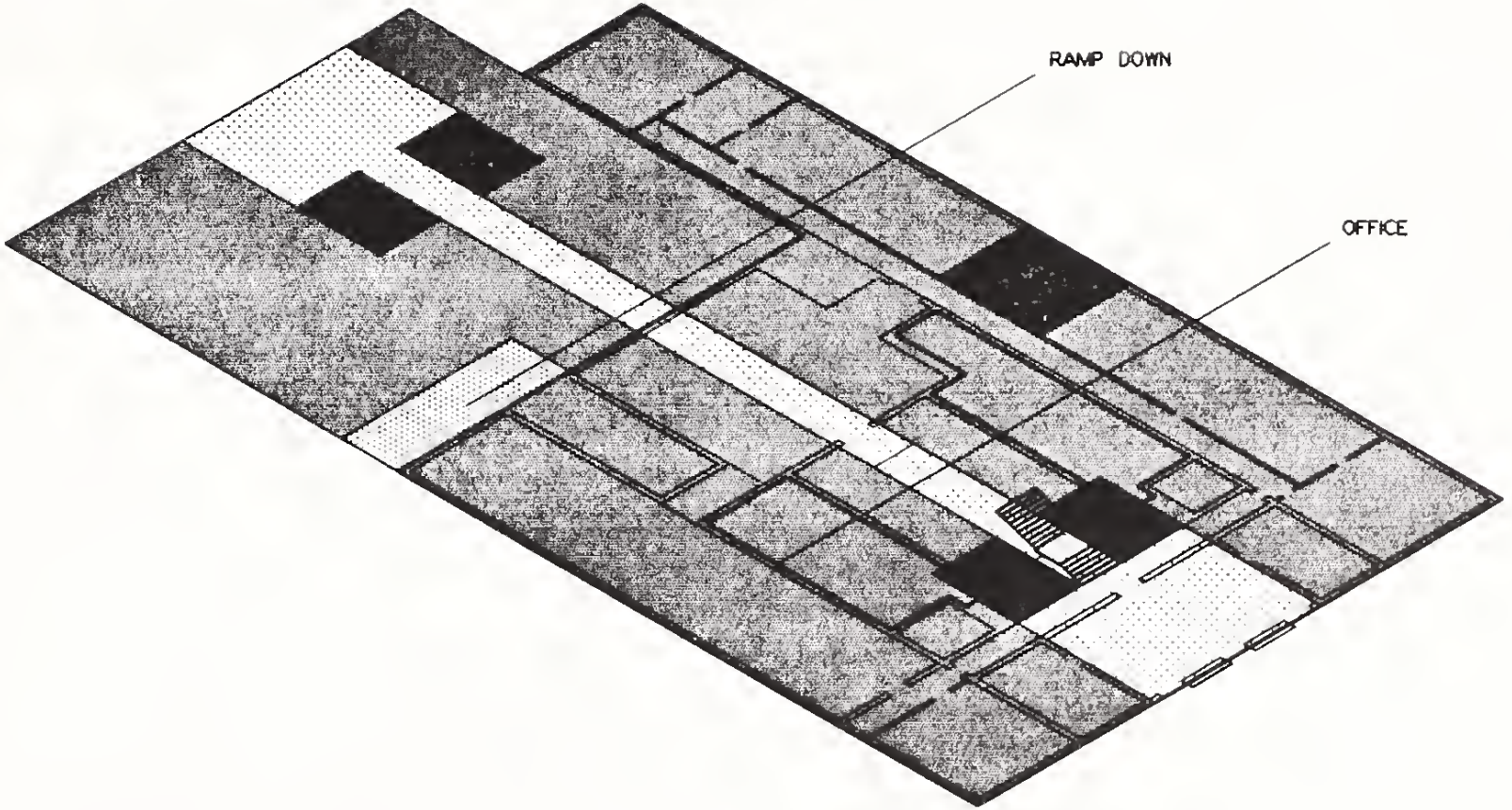
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE C
PLAN: 2 1/2 FLOOR



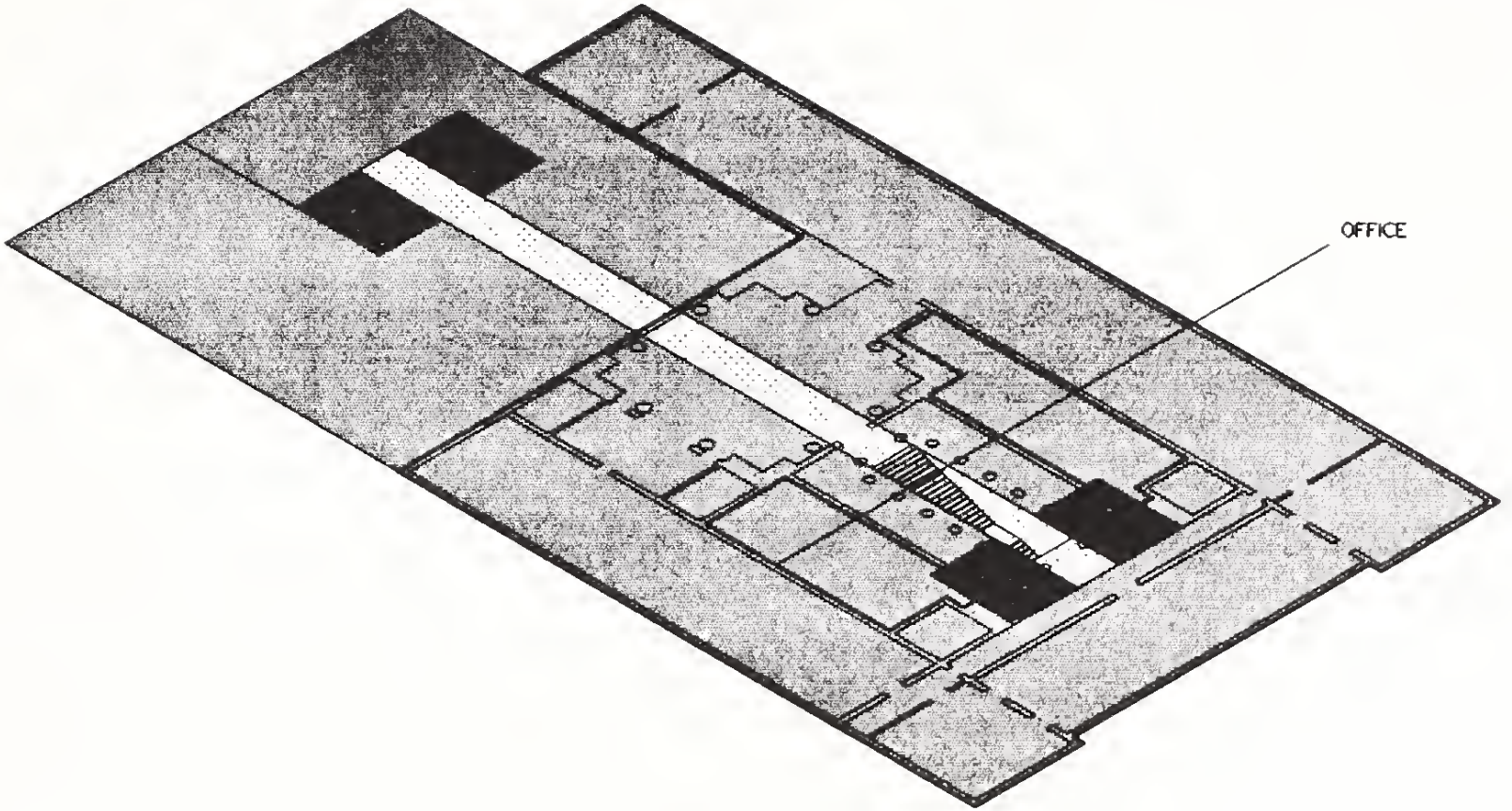
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE D
PLAN: BASEMENT



SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE D
PLAN: GROUND FLOOR



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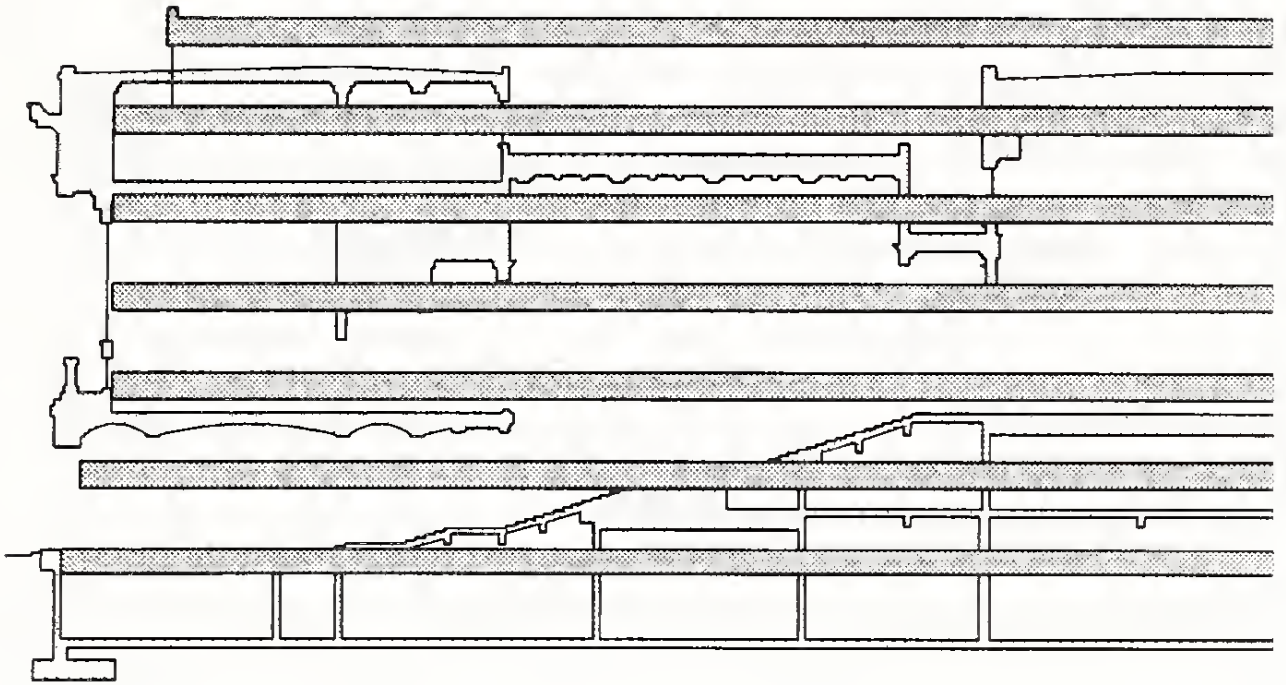
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

OFFICE USE D
PLAN: TYPICAL FLOOR



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SAN FRANCISCO PUBLIC LIBRARY
Office Use A (No Addition)
Areas in Gross Square Feet

FLOOR	PUBLIC CIRCULATION	OFFICE	RELATED AREAS	SERVICE AREAS	CORES	TOTAL
Basement				35,500[1]	1,500	37,000
Cround	8,000	21,000[4]		9,500[2]	2,500	41,000
2nd	12,000	26,000[4]			3,000	41,000
3rd		30,500[3]			3,000	33,500
		77,500				152,500

1) Mechanical & Storage
2) Receiving & Back House/Storage (Dock Not Included)
3) Assumes "Single Tenant" Use
4) Not Column Free Space

Order of Magnitude Costs

Estimated costs for new and modified construction:	$13 - $15 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$3 million
Total construction costs	$19 - $21 million
Plus 10% contingency	$21 - $23 million
Plus 17% for expenses of administering project	$25 - $27 million

SAN FRANCISCO PUBLIC LIBRARY
Office Use B (With Addition)
Areas in Cross Square Feet

FLOOR	PUBLIC CIRCULATION	OFFICE	RELATED AREAS	SERVICE AREAS	CORES	TOTAL
Basement			34,000[2]	21,000[1]	2,500	57,500
Ground	11,000	35,500		12,000[3]	3,500	62,000
2nd	9,500[4,6]	48,000[5,7]			3,500	61,000
2-1/2	6	50,500[7]			3,500	54,000
3rd	6	50,500[7]			3,500	54,000
		218,500				288,500

1) Mechanical & House Storage
2) Computer Use - Encumbered w/ Existing Structure
3) Dock & House Storage
4) Assumes "Single Tenant" Layout
5) Somewhat Encumbered by Existing Structure
6) +5,880 SF w/ Multitenant Layout
7) -5,880 SF w/ Multitenant Layout

Order of Magnitude Costs

Estimated costs for new and modified construction:	$26 - $30 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$5 million
Total construction costs	$34 - $38 million
Plus 10% contingency	$37 - $42 million
Plus 17% for expenses of administering project	$43 - $49 million

SAN FRANCISCO PUBLIC LIBRARY
Office Use C (With Addition and 2nd Floor Museum)
Areas in Gross Square Feet

FLOOR	PUBLIC CIRCULATION	OFFICE	RELATED AREAS	MUSEUM	SERVICE AREAS	CORES	TOTAL
Basement			34,000		21,000[1]	2,500	57,500
Ground	11,000	35,500			12,000[2]	3,500	62,000
2nd	9,500	29,500		18,500		3,500	61,000
2-1/2		30,500		2,500		3,500	36,500
3rd		50,500				3,500	54,000
		180,000[4]		21,000[3]			271,000

1) Mechanical & Museum Shops & Storage
2) Docks, Museum Receiving, House Storage
3) Approximately 4,600 Assumed for Administration Included
4) Includes Basement "Other" (196,000 Excluding Basement)

Order of Magnitude Costs

Estimated costs for new and modified construction:	$22 - $25 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$5 million
Total construction costs	$30 - $33 million
Plus 10% contingency	$33 - $36 million
Plus 17% for expenses of administering project	$39 - $42 million

SAN FRANCISCO PUBLIC LIBRARY
Office Use D (Complete Interior Demolition and Rebuilding)
Areas in Gross Square Feet

FLOOR	PUBLIC CIRCULATION	OFFICE	RELATED AREAS	SERVICE AREAS	CORES	TOTAL
Basement			39,000[2]	23,500[1]	2,500	65,000
Ground	10,000	48,500		1,000[3]	3,500	63,000
2nd	2,500[4]	55,000[4]			4,000	61,500
3rd	2,500	55,000			4,000	61,500
4th	2,500	55,000			4,000	61,500
5th	2,500	55,000			4,000	61,500
6th	2,500	55,000			4,000	61,500
		362,500[5]				435,500

1) Mechanical & House Storage
2) Computer or Parking
3) Ramp
4) Assumes "Single Tenant"
5) Includes Basement Use (323,500 Without Related Area Basement Space)

Order of Magnitude Costs

Estimated costs for new and modified construction:	$46 - $53 million
Allowance for specific program requirements:	$5 million
Total construction costs	$51 - $58 million
Plus 10% contingency	$56 - $64 million
Plus 17% for expenses of administering project	$65 - $75 million

Evaluation Criteria: Office Space

1. Cultural Use:

   Poor for Office A, B, and D; Cood for Office C, which offers its most publicly accessible spaces to a Museum use.

2. Civic Business Use:

   Excellent for A, B, C and D.

3. Urban Design:

   Poor for A; Good for C; Fair for B and D. The activity generated by the office use in the Civic Center will not be a publicly oriented one, for the most part.

4. Significant Spaces:

   Excellent for C; Fair for A; and poor for B and D.

5. Spatial Compatibility:

   Poor for A, B, and D; Fair for C. Office use is not well suited to the floor-to-ceiling heights or window locations of the Library building.

6. Usable Area:

   Poor for A; Fair for B and C; Excellent for D. The efficiency of the office space in A, B and C is substantially below that available elsewhere in San Francisco.

7. Functional Layout:

   Poor for A and D; Fair for B and C. Plan dimensions are not well suited to the humane layout of office space in the Library building. Spaces are either inflexible and relatively distant from each other, or land-locked far from natural light and views.

8. Public Circulation:

   Poor for A; Fair for B and C; Excellent for D. A, B, and C suffer from long public corridors to reach office space far from the public entries.

9. Service Circulation:

   Good for A, B, and C; Excellent for D. Although the A, B, and C facilities are similar to the Museum facilities, the office use is less demanding of services.

10. Relative Cost:

    Fair for A, B, and C, Poor for D. While the costs of implementing office uses A, B, and C are roughly comparable to the cost of the same amount of new construction, the relatively low efficiency of the office space within the building means that the cost per rentable square foot is probably unacceptably high. Although office use D is more efficient, the cost of gutting and rebuilding the building is so high that it would clearly be more cost-effective to build in new construction.

Conference Use

Conference facilities are basically a combination of various sized meeting spaces, arranged adjacent to less formal gathering places (prefunction areas), linked by public circulation, and interspersed among spaces which serve the technical and storage requirements of the meeting rooms.

A conference facility would be a reasonable alternate use for the library building. The use was tested both with and without the addition of space at the 45 Hyde Street site. There is enough flexibility in both conference Uses A and B to allow for a wide range or mixes of room size and technical requirements; this use could adjust to practically any program for conference facilities.

Conference Use A uses only the existing building and does infill both the stacks and light wells at each floor for optimum usefulness. It provides a small sloped floor auditorium (250 to 300 seats) of fixed seating, and divisible smaller spaces to accommodate a full range of sizes of meeting spaces. The 250 seat auditorium limits the size of the remainder of facility, as the makeup of conference centers must be carefully balanced.

Conference Use B allows for a much larger and quite different facility by providing a 600 seat auditorium in a new structure on the 45 Hyde Street site, with contiguous floors at all levels of the existing building. The auditorium is entered via its own foyer which is accessed directly from the delivery room. (There is a possibility that such an auditorium might be turned 90 degrees and accessed from one side thereby providing a somewhat larger seating capacity.)

Either auditorium would be provided with both front and rear projection facilities. Modern conference facilities are increasingly equipped with a variety of state-of-the-art communications hardware. There is ample opportunity to provide satellite telecommunications, videoconferencing, and other forms of communication networks in the facility. Space for installation of such equipment in adequate and properly located spaces has been identified in this study.

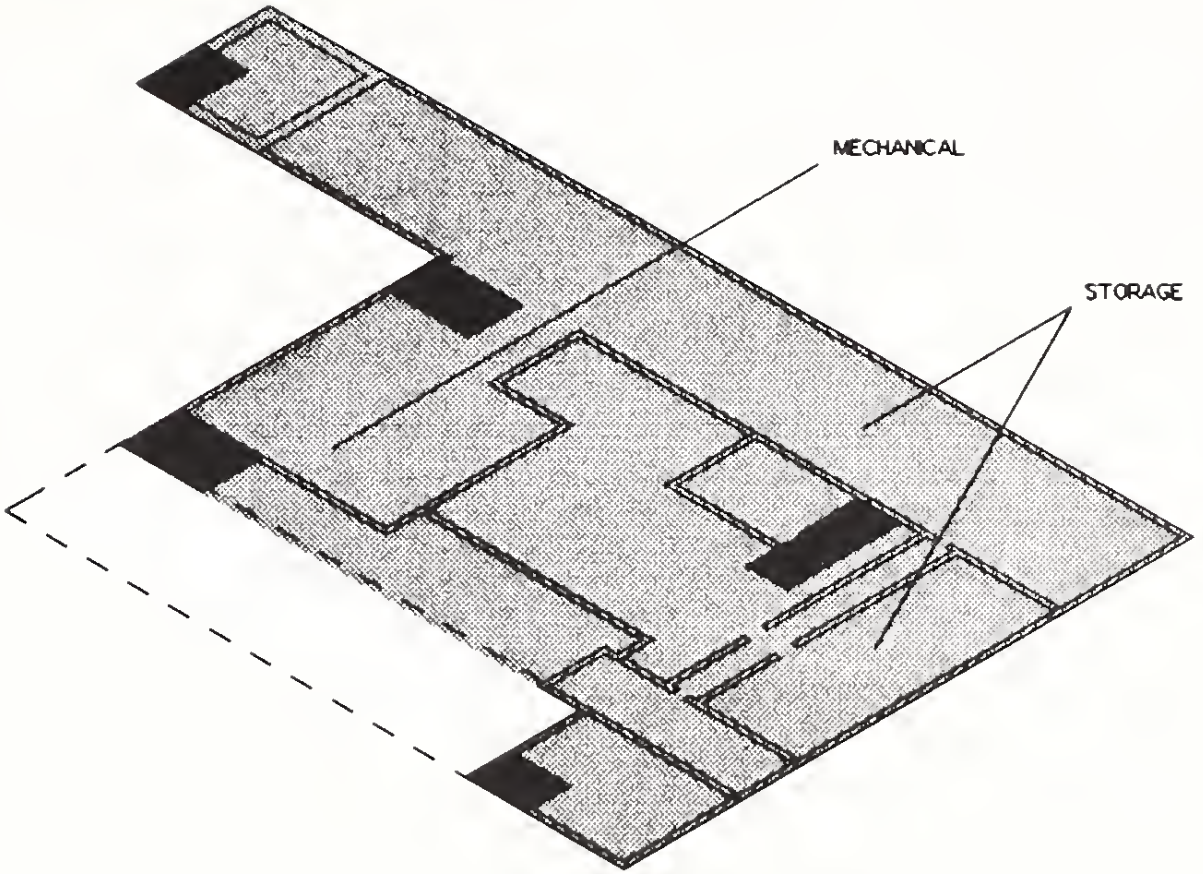
Both Conference Use A and B provide dining facilities and a full kitchen with direct access to the truck dock area. Both a general dining area and private dining rooms are included and vertical transportation to/from the kitchen for serving working lunches or other food service throughout the building.

Both A and B studies include large flat floor spaces which can be used as a single room (an exhibit space) or subdivided into smaller but adjacent spaces. Conference Use B includes a large column free Exhibit Hall on the third floor accessible by passenger elevator from the Delivery Room and directly accessible from the truck dock area below by freight elevator. There is ample holding and storage space available in the basement of either option. A shortcoming of the scheme is in fact an excess of basement area.

The building works quite well for this use. The entry lobby, grand stair and presentation room form the major public circulation and gathering spaces of the center (augmented by passenger elevators). Because the sequence of these spaces brings people to the center of the building, the interrelationships between circulation, prefunction and meeting spaces of all sizes is exceptionally good.

The large reading rooms on the second and third floors would be subdivided into several shorter spaces but their full height and design would be retained. These would make extraordinary rooms for formal or informal gatherings and would be a very positive reuse of these very special spaces.

Meeting backup spaces are interspersed throughout the complex. These house projection and communication functions, as well as provide needed storage space for tables and chairs. The spaces are generous enough that the proportional mix of meeting to meeting backup space can be adjusted a lot without compromising the basic use of the building.



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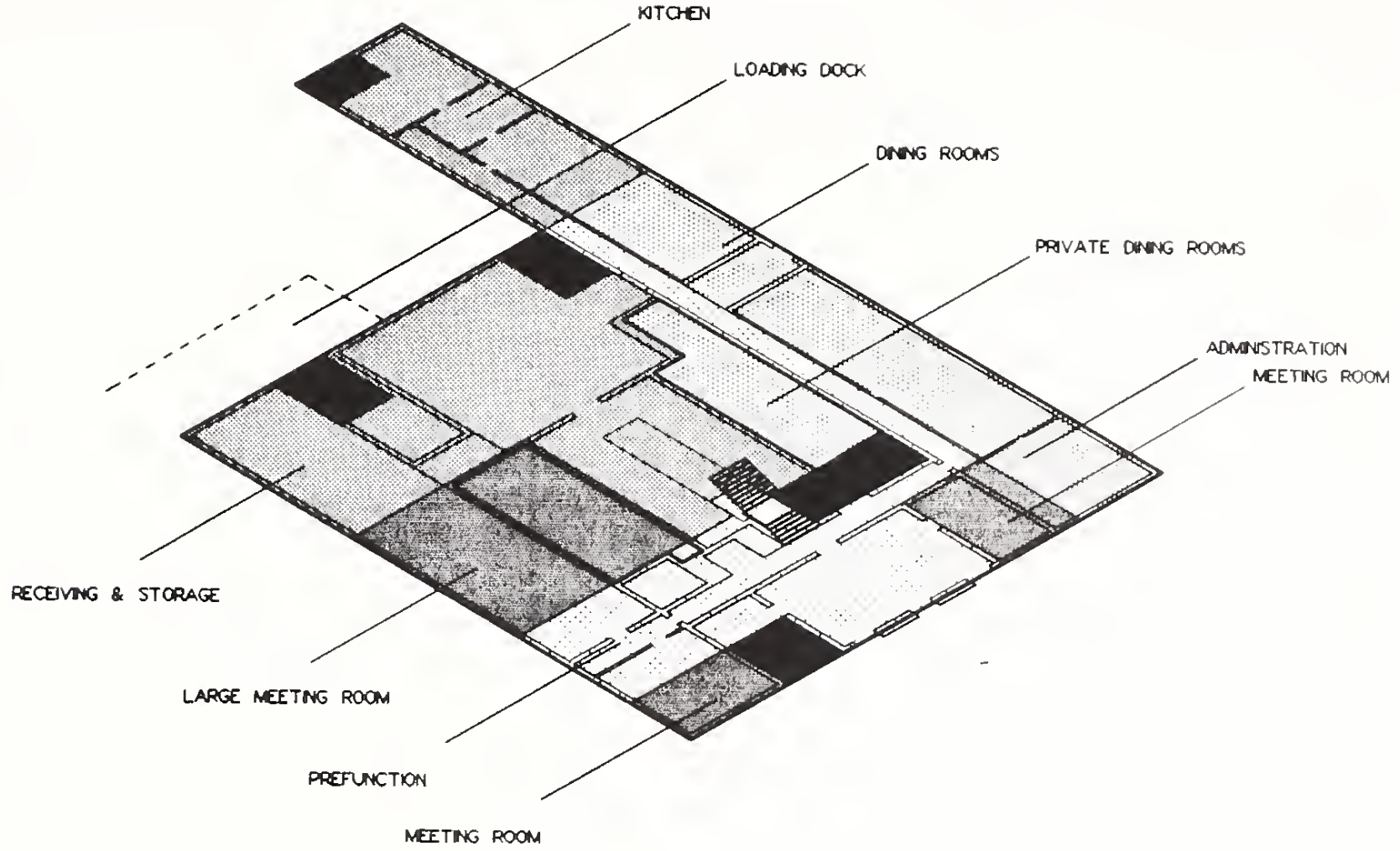
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

CONFERENCE USE A
PLAN: BASEMENT



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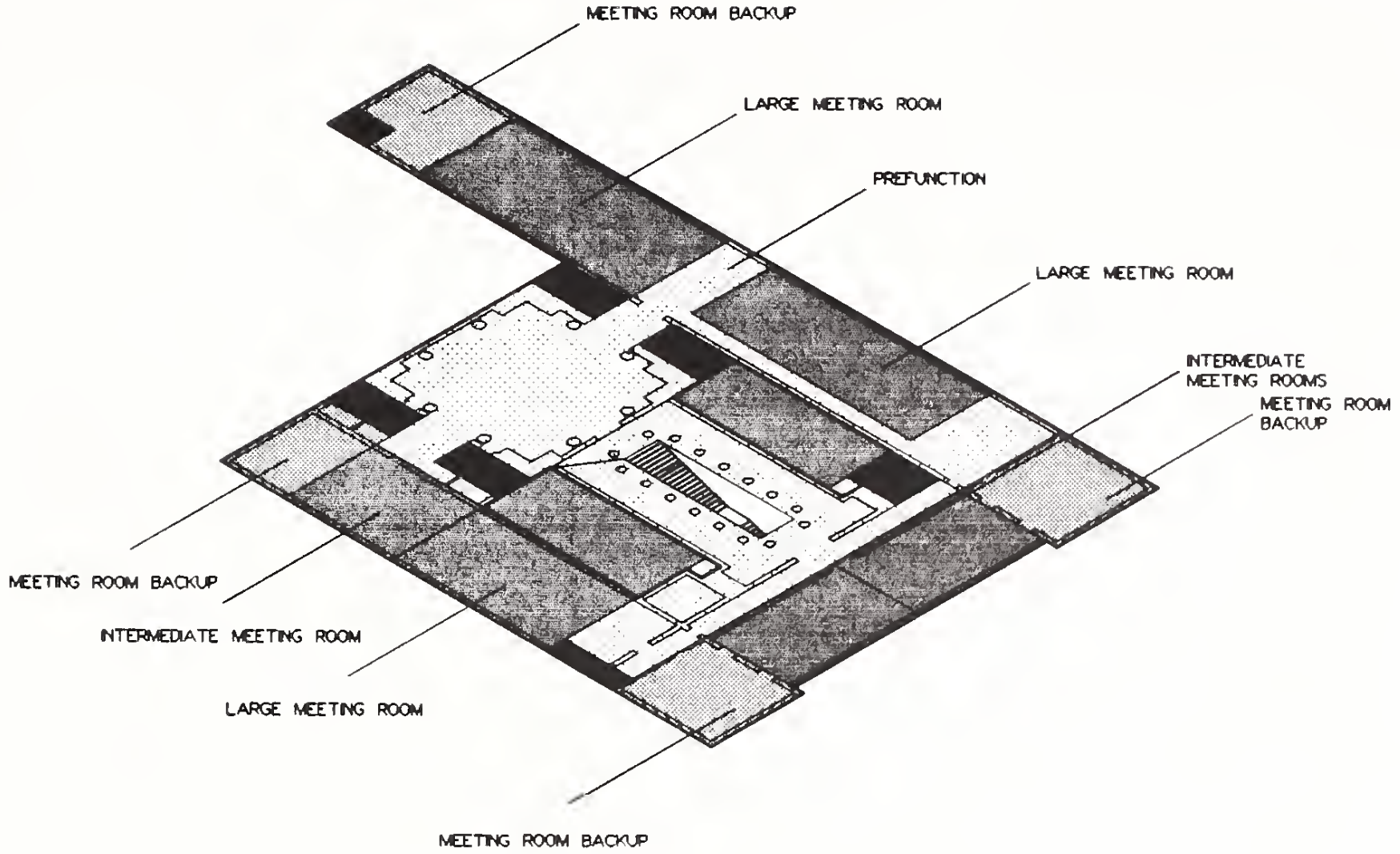
CONFERENCE USE A
PLAN: GROUND FLOOR



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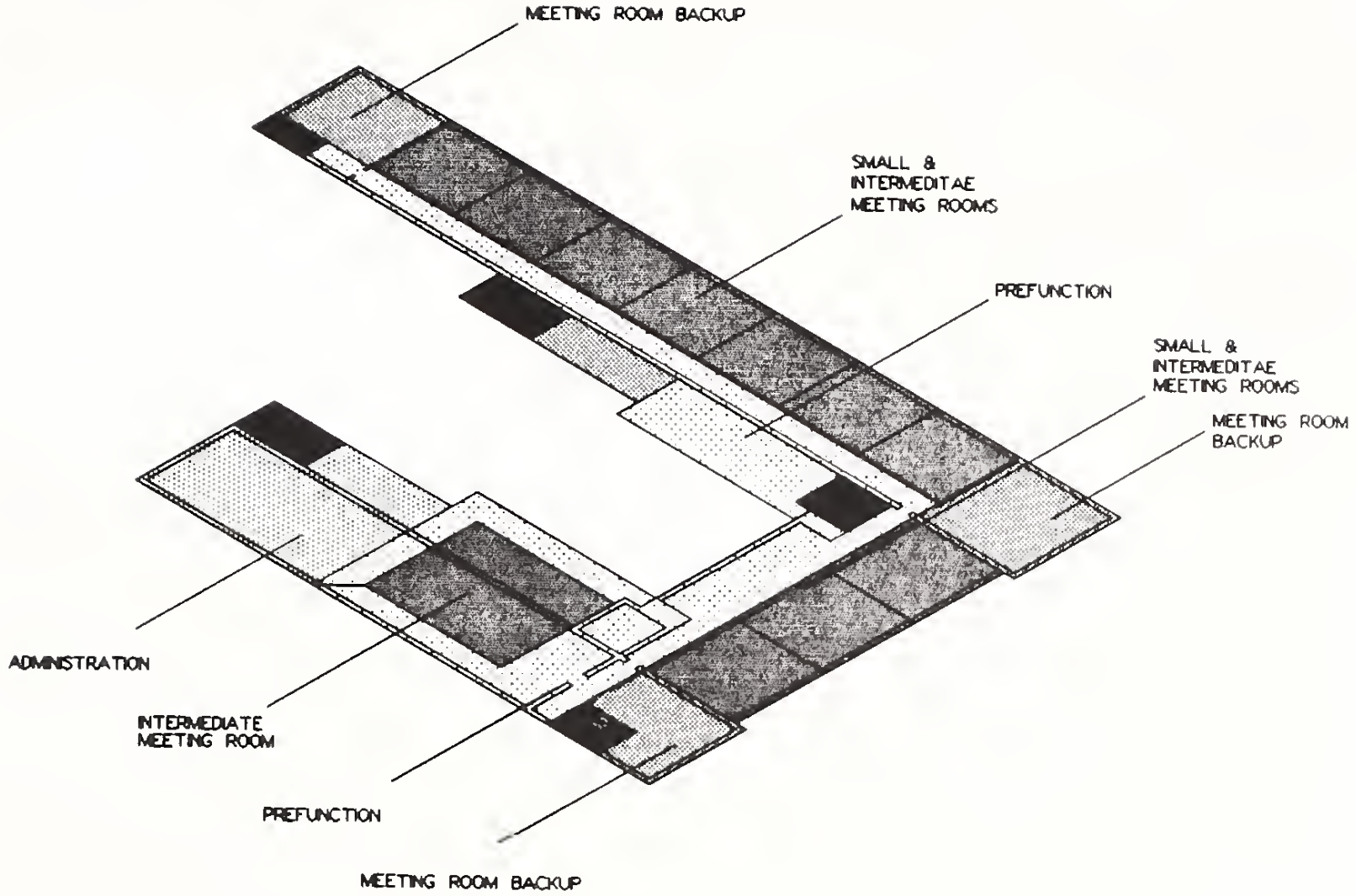
SKIDMORE OWINGS & MERRILL

CONFERENCE USE A
PLAN: SECOND FLOOR



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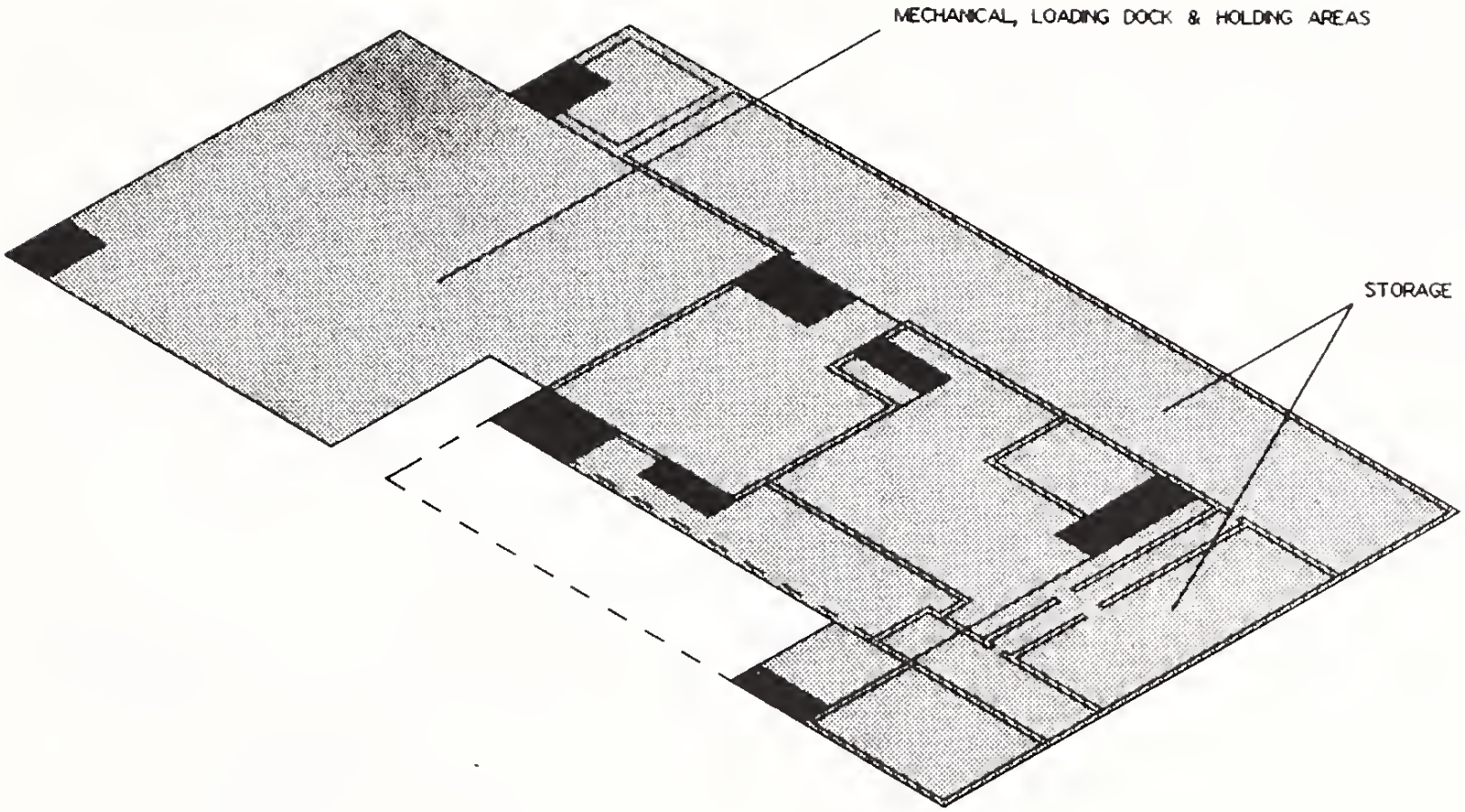
CONFERENCE USE A
PLAN: THIRD FLOOR



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ALTERNATE USES STUDY
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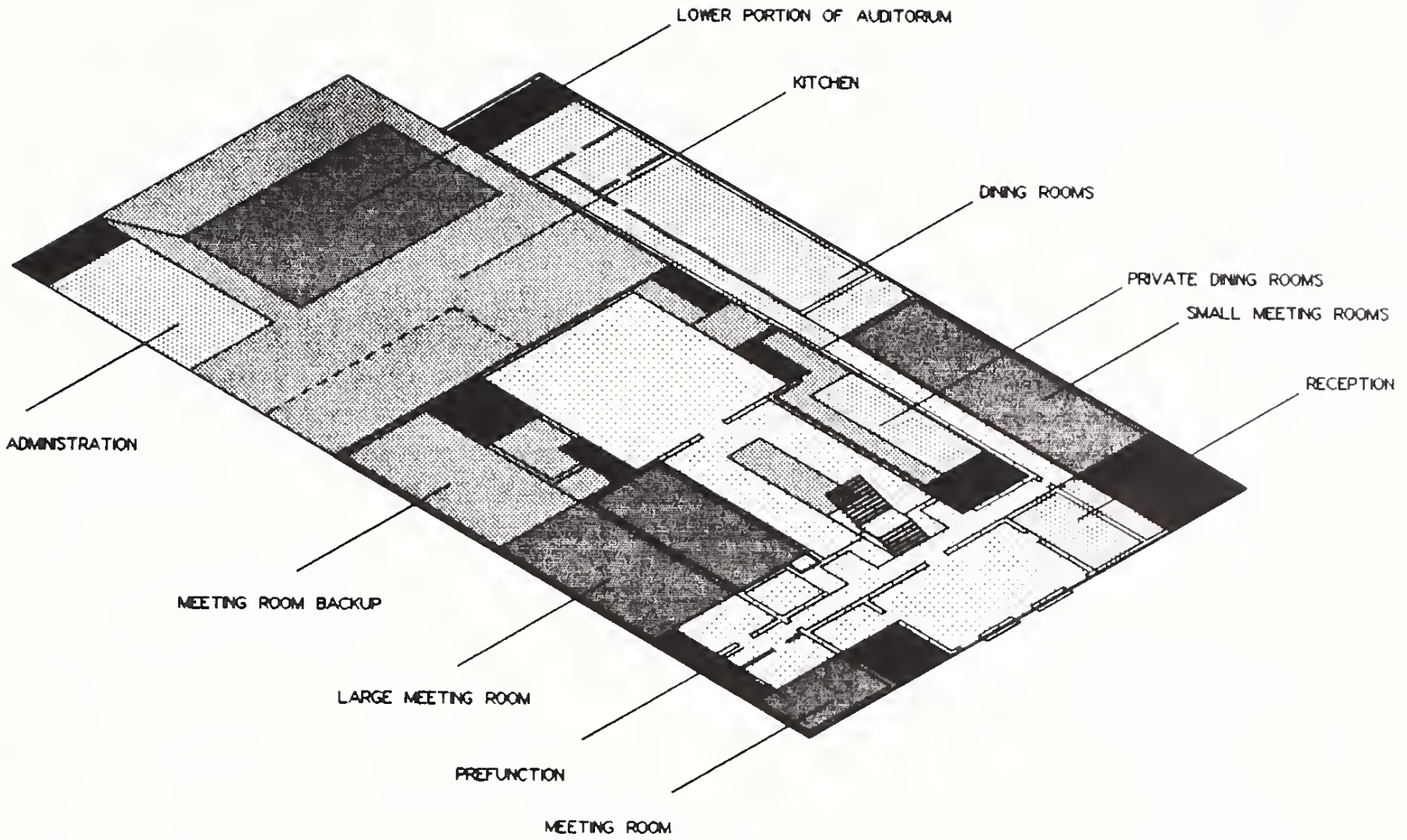
CONFERENCE USE B
PLAN: BASEMENT



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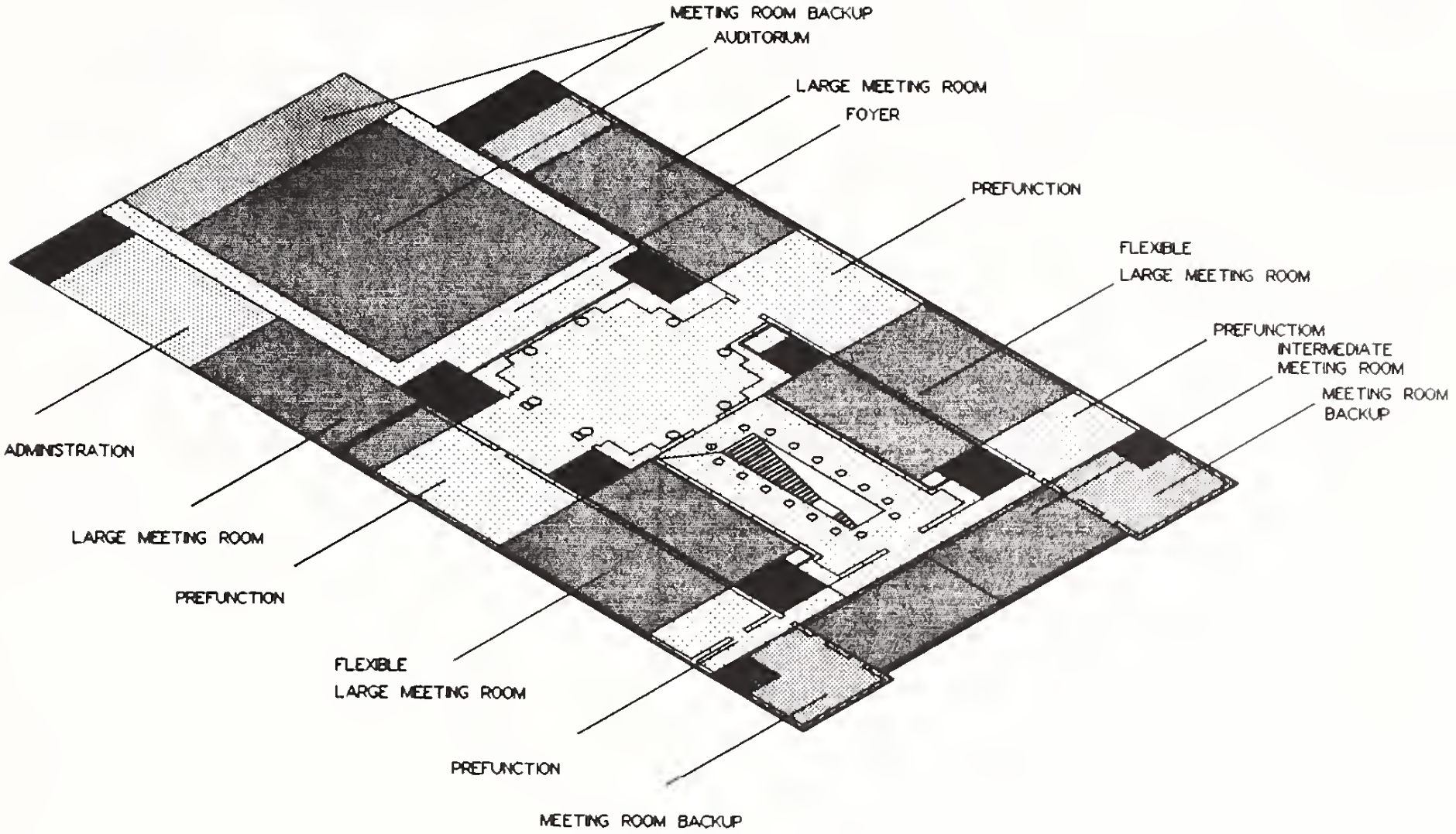
CONFERENCE USE B
PLAN: GROUND FLOOR



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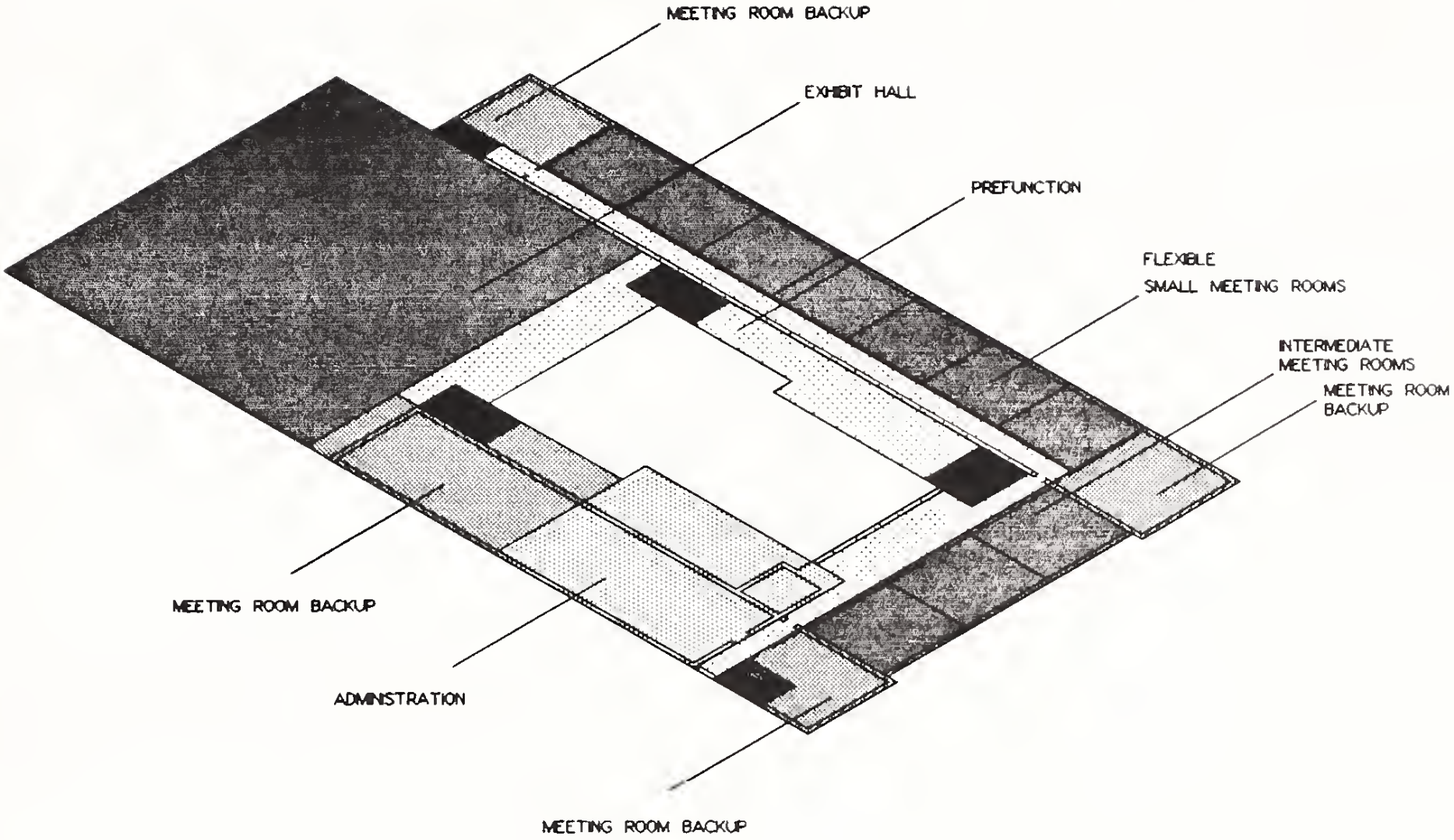
SKIDMORE OWINGS & MERRILL

CONFERENCE USE B
PLAN: SECOND FLOOR



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ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

CONFERENCE USE B
PLAN: THIRD FLOOR

SAN FRANCISCO PUBLIC LIBRARY
Gonference Use A (No Addition)
Areas in Cross Square Feet

FLOOR	PUBLIC CIRCULATION	LARGE MEETINC	INT/SM MEETINC	MEETING BACKUP	RELATED AREAS	SERVIGE AREAS	CORES	TOTAL
Basement						35,000[2]	2,000	37,000
Ground	7,500[1]	4,500	2,500	2,000	8,000[3]	13,500[4]	3,500	41,500
2nd	13,500[1]	11,500[5]	6,500	6,000			3,500	41,000
3rd	9,500[1]		13,000[6]	5,000	3,500[7]		2,500	33,500
		38,000						153,000

1) Includes Prefunction Spaces
2) Mechanical Plant, Back-of-House, Storage
3) Dining Areas & Administration
4) Back-of-House, Kitchen, Receiving Area
5) Includes 4,500 SF of "Divisible" Space
6) Includes 2,600 SF of "Divisible" Space
7) Administration

Order of Magnitude Costs

Estimated costs for new and modified construction:	$14 - $16 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$3 million
Total construction costs	$20 - $22 million
Plus 10% contingency	$23 - $24 million
Plus 17% for expenses of administering project	$26 - $28 million

SAN FRANCISCO PUBLIC LIBRARY
Conference Use B (With Addition)
Areas in Cross Square Feet

FLOOR	PUBLIC CIRCULATION	LARGE MEETINC	INT/SM MEETING	MEETING BACKUP	RELATED AREAS	SERVICE AREAS	CORES	TOTAL
Basement						53,500[1]	2,500	56,000
Ground	12,500[4]	4,500	3,000	5,000	7,000[2]	14,500[3]	4,500	51,000
2nd	18,500[4]	25,500[5]	3,500	6,500	2,500[6]		4,500	61,000
3rd	9,500[4]	16,500[7]	10,000	8,000	5,500[8]		4,500	54,000
		63,000						222,000

1) Truck Dock & Turnaround, House Storage (Some Parking Possible)
2) Dining Area, Private Dining Rooms, Reception Area & Administration
3) Truck Ramp, Kitchen & Kitchen Door, Storage
4) Includes Prefunction Spaces
5) Includes 600 Seat Auditorium & (2) 4,500SF "Divisible" Spaces
6) Administration
7) Exhibit Hall
8) Administration

Order of Magnitude Costs

Estimated costs for new and modified construction:	$20 - $24 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$5 million
Total construction costs	$28 - $32 million
Plus 10% contingency	$31 - $35 million
Plus 17% for expenses of administering project	$36 - $41 million

Evaluation Criteria: Conference Use

1. Cultural Use;

   Fair for A and B. The Conference Center can only provide for cultural uses if its operating program focuses on this specialty. B's exhibit hall may provide cultural exhibit spaces unrelated to conferences some of the time.

2. Civic Business:

   Good for A and B. The conference center can act as an adjunct to Brooks Hall or can operate independently.

3. Urban Design:

   Fair for A, good for B. Conference centers bring public activity to their surroundings, but mainly during business hours.

4. Significant Spaces:

   Good for A, Fair for B. In A, the reading rooms are bisected to form meeting rooms, but the basic form of the spaces will be preserved in each half. In B, the reading rooms are more seriously compromised.

5. Spatial Compatibility:

   Excellent for both A and B. The staircase and Delivery Room act as natural organizers for the public space which is such an essential part of this program, and the reading rooms offer noble proportions for meeting rooms.

6. Usable Area:

Good for A, Excellent for B. In A, while areas are well utilized above grade, the basement space has almost no use other than for a mechanical plant. In B, more meeting spaces are served from the public circulation, and the basement is partially utilized for services.

7. Functional Layout:

Excellent for both A and B. Spaces relate well to each other, to prefunction areas, to service areas, and to public circulation. Adequate plan dimensions for spaces are provided, with flexibility for subdivision.

8. Public Circulation:

Excellent for both A and B. Visitors are clearly oriented by the main staircase and Delivery Room in A and B, as well as by the ground floor reception area in B. The Delivery Room acts as a very successful circulation "hub" for access to most meeting spaces.

9. Service Circulation:

Fair for A, Excellent for B. As in Museum A and Office A, the existing dock has limited and circuitous access to some areas of the building. Conference B's new below grade dock allows superb access to all areas, including the third floor Exhibit Hall.

10. Relative Cost:

Good for A and B. Since the conference uses fit well with the existing building, most of the costs are associated with new construction, and are reasonable for a facility of this kind.

Theater/Performing Arts Use

The performing arts use study tests the library building as a home for a large performance theater, which includes all the backup and support facilities which a first class theater would require. It asks the question, "What is the largest theater this site could physically support?"

A first rate performing arts theater must accommodate a variety of types of performances, including drama, musical theater, and dance. The theater type assumed for this study is a proscenium stage with orchestra, with provisions for stage lifts and orchestra lifts (giving a thrust stage) with left and right side stage space as well as backstage space and direct access to dressing room, makeup and costume facilities. A stage level loading dock and stage loft to accommodate all types of scenery are mandatory.

Dance is the most demanding of the performing arts given the potential size of the theater, in terms of stage, backstage and height dimensions. The physical limits of this situation, with the following assumptions, allow for a first class 1500 seat theater to be built on the site. With careful planning this might be increased to 1800 seats, but, beyond that, compromises in physical dimensions would come into play which would diminish the quality of the theater.

The following assumptions are also factors:

1. The existing exterior walls of the library remain in place. (The south facade of the library is set back a distance from the Fulton Street property line. If this were changed, which would significantly change the architecture of the library building, a larger theater could be built.)

2. The existing significant spaces are preserved as much as possible. The construction of any theater larger than about 600 seats impinges on the significant spaces. The 1500 seat theater shown here requires the removal of the "Delivery Room" and the loss, excepting one or two pieces, of the south reading room.

The loft space for this theater, given off-street loading access at stage level, would be approximately 90 feet high including structure and enclosure. The loft would therefore exceed the 80 foot height limit for this block and would require a variance to be constructed.

The library building and site would make a very good home for a first rate, middle-sized performing arts theater. There is an overabundance of basement space in the scheme, and inefficiency which could only be reduced by some very specialized alternate use there. The loss of the "Delivery Room" and the south reading room is a big minus, although it is possible that the architectural elements of the presentation room could be reassembled in the lobby spaces flanking the grand stair. The entry foyer on Larkin Street, and the barrel vaulted grand stair provide an unmatched ceremonial entryway to the theater complex.

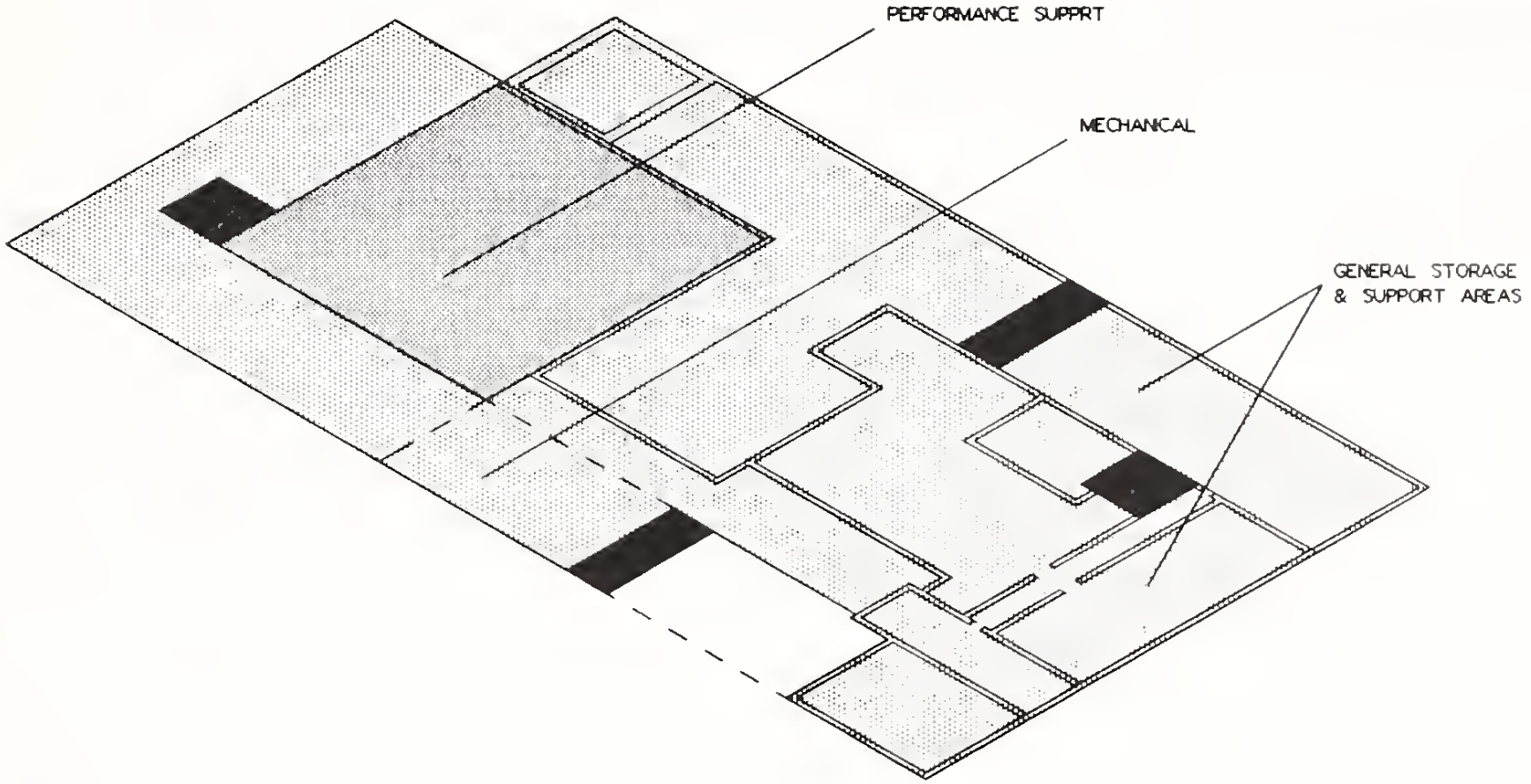
The general disposition of spaces within the complex is quite simple. The major theater occupies the eastern half of the site and is entered from the rear of the audience hall at the second floor. The audience slopes down toward Hyde Street with the stage elevation within a few feet of the level of Hyde Street. The 1500 seat capacity (with the possibility of perhaps 1800 seats maximum) would be divided into orchestra and at least one, probably two, balconies.

The theatre lobby and foyer occupy the width of the building along the rear edge of the audience hall, contiguous to a large colonnaded space surrounding the grand stair. The present walls would be opened up (the murals are on canvas and could be relocated). The present light wells would be filled in as extensions of the foyer space. The interior architectural elements of the two halves of the Delivery Room, in their full height, could be relocated to these spaces. The theater foyer would then move all the architectural elements of the existing grand stair/presentation room sequence in a somewhat different arrangement. Food service and bar service would be placed at the outside flanks of this space.

The west reading room would remain intact, could be divided into two, and should be used as specialized small performance spaces and recital rooms.

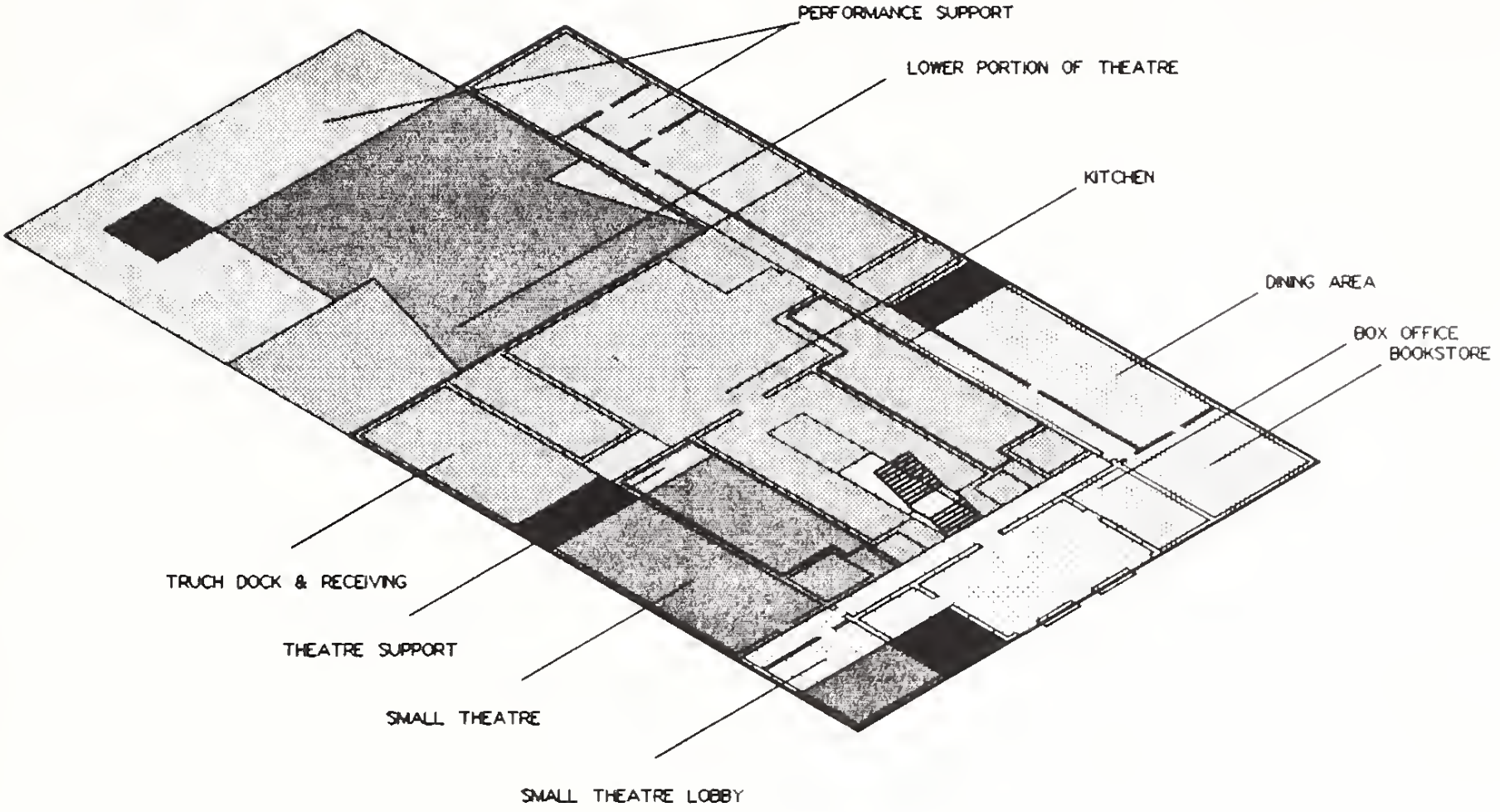
The ground floor utilizes the existing entry foyer and grand stair as the public entry for all theater spaces. A small theater is located on the north side of the ground floor with its own lobby on the foyer. This could be a theater in the round or other type of flexible/experimental space. Depending on the type of audience relationship, this space would seat 150 to 250 people. A major meeting room (or private dining room) and restaurant with kitchen is provided in addition to box office space and other typical front door necessities.

The third floor of the building, accessible by elevator, includes a series of smaller spaces to be used as practice rooms, workout rooms, office and practice/studio space for community arts groups, etc. A portion of this room is set aside for the administration offices of the theater.



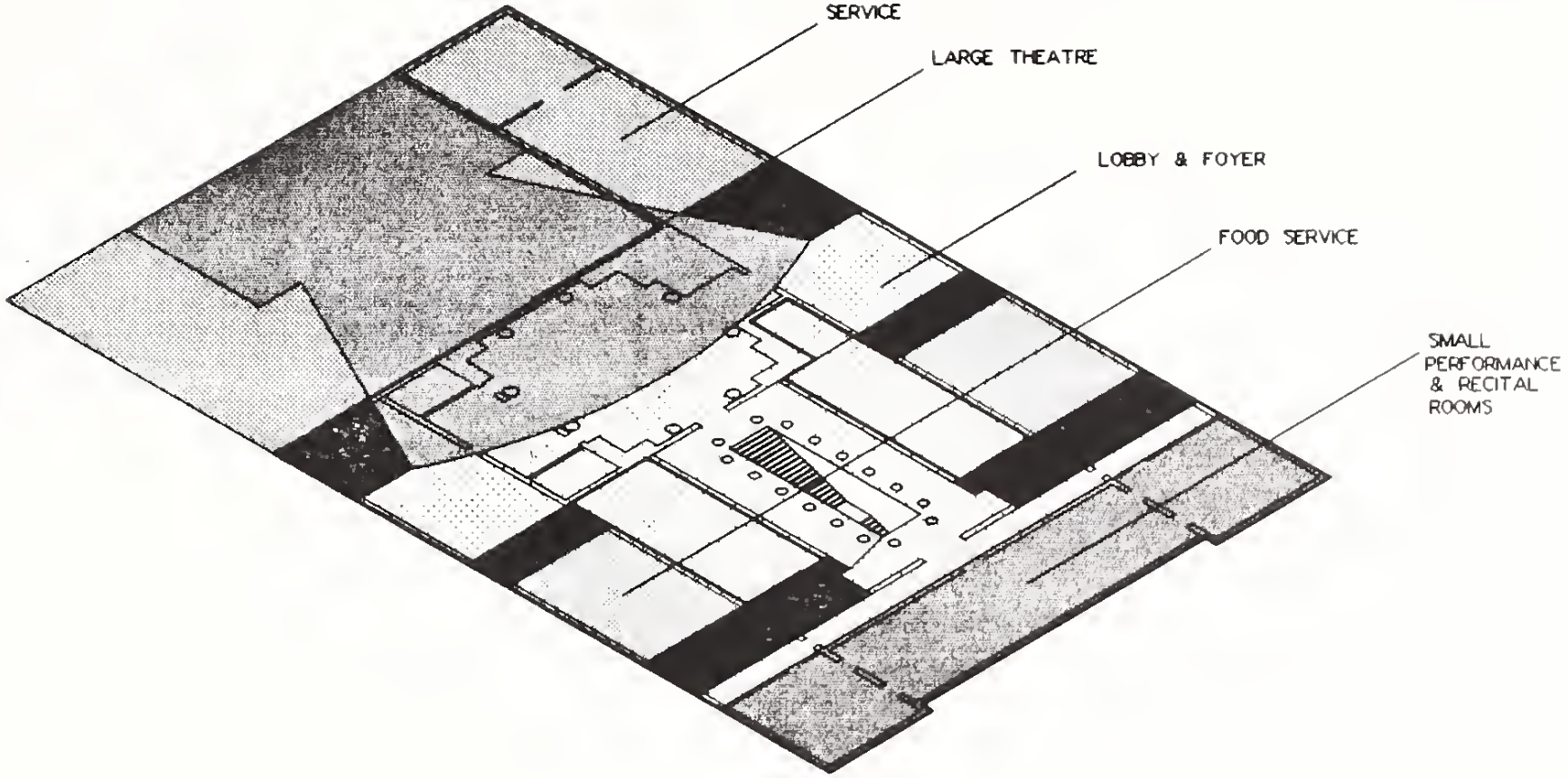
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

THEATRE USE A
PLAN: BASEMENT



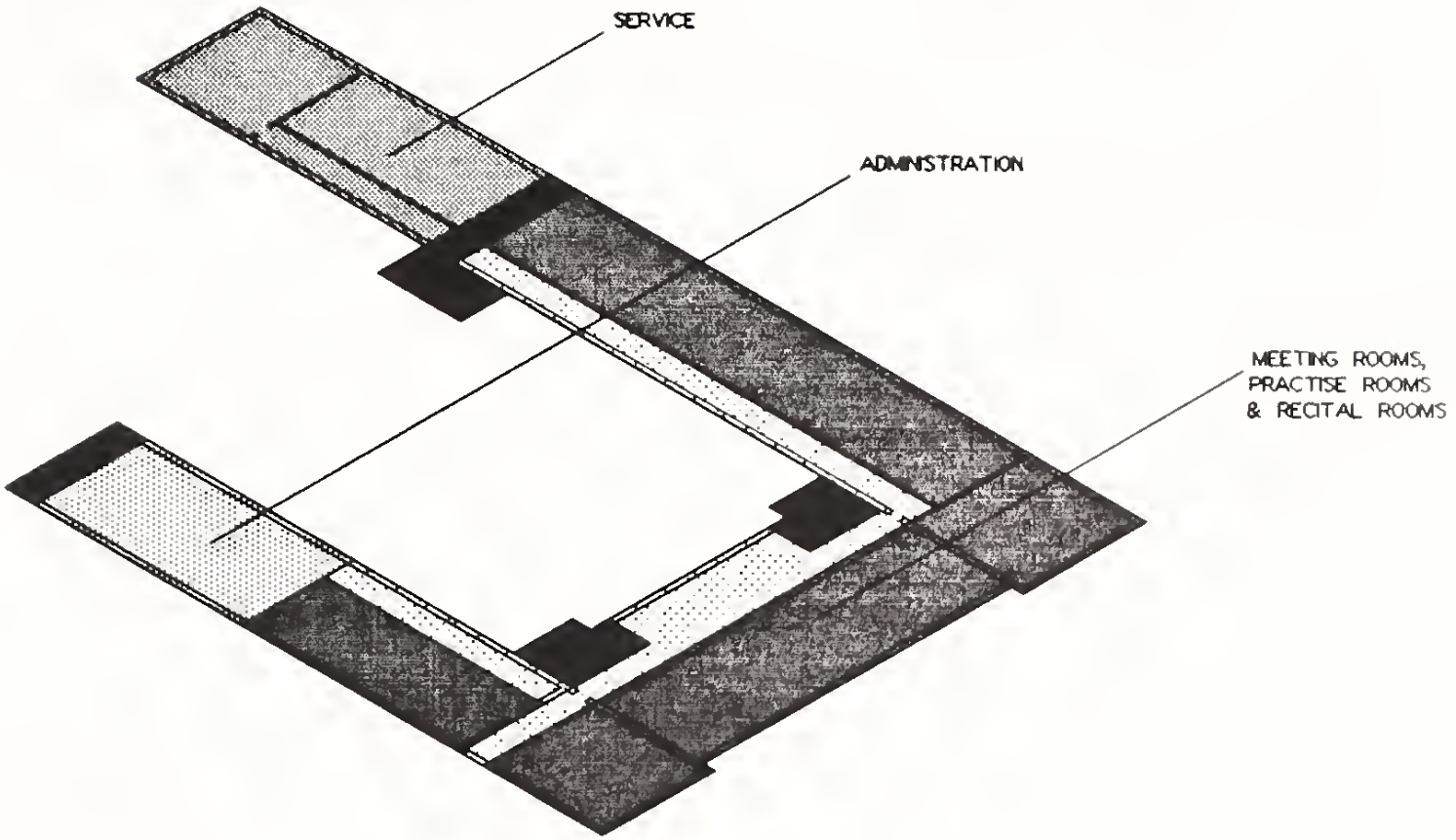
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

THEATRE USE A
PLAN: GROUND FLOOR



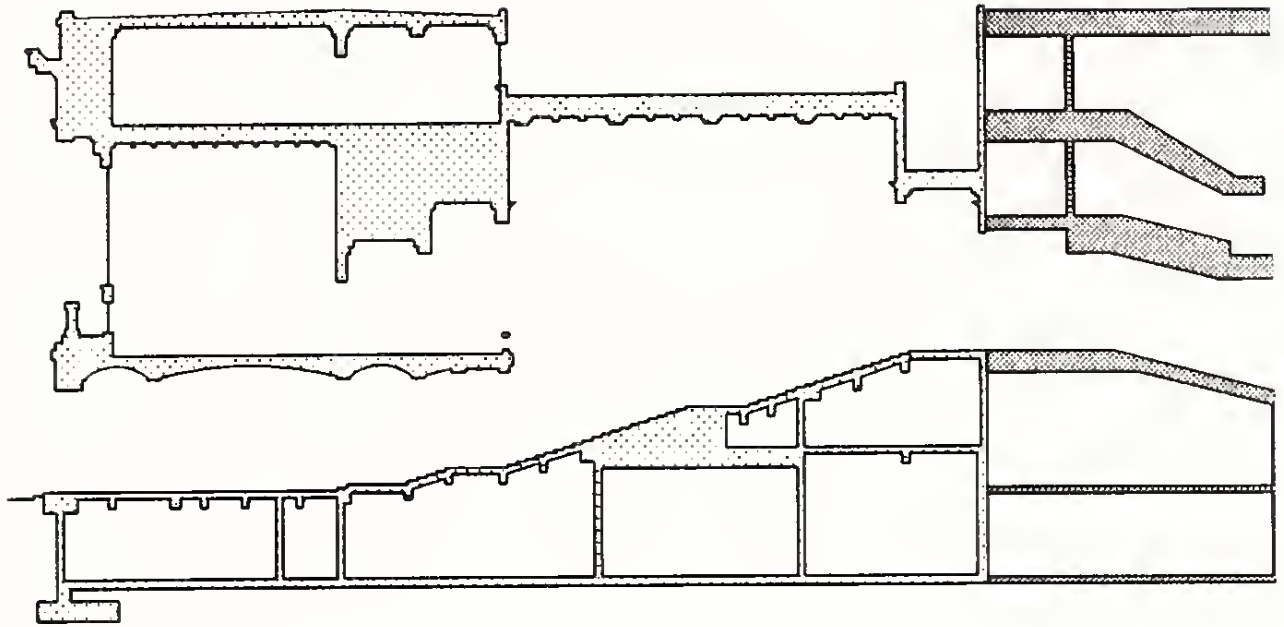
SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

THEATRE USE A
PLAN: SECOND FLOOR



SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

THEATRE USE A
PLAN: THIRD FLOOR



SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

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SAN FRANCISCO PUBLIC LIBRARY
Performing Arts Use
Areas in Gross Square Feet

FLOOR	PUBLIC CIRCULATION	PERFORMANCE[1] SPACE	PERFORMANCE[2] SUPPORT	RELATED AREAS	SERVICE AREAS	CORES	TOTAL
Basement			10,500[3]		45,000[4]	2,000	57,500
Ground	6,000	11,000[5]	9,000	6,000	15,000	3,000	50,000
2nd	15,000	17,000[6]			6,500	6,500	45,000
3rd	4,500	13,500[7]			4,000	2,000	24,000
		61,000					176,500

1) Audience & Stage Area
2) Side & Backstage, Shops, Storage Areas
3) Stage Lifts, Orchestra Lifts & Supplemental Storage
4) Mechanical & House Storage & Backup Spaces
5) Large Theater Stage, Small Theater & Small Recital Room
6) Large Theater Seating & Smaller Performance\Work Spaces
7) Work Space, Small Practice & Performance Rooms

Order of Magnitude Costs

Estimated costs for new and modified construction:	$26 - $29 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$5 million
Total construction costs	$34 - $37 million
Plus 10% contingency	$37 - $41 million
Plus 17% for expenses of administering project	$43 - $48 million

Evaluation Criteria, Theater:

1. Cultural Use:

   Excellent. A major cultural facility would be added to the Civic Center.

2. Civic Business:

   Poor. Performing arts do not serve this purpose.

3. Urban Design:

   Excellent. The theater use would add public activity, especially at night, and the building would fill out the block, although additional height above the 80 foot limit would be required for the flyloft, which is set partly into the interior of the block, and this will not be visihle from surrounding areas.

4. Significant Spaces:

   Fair to poor. The Delivery Room and the south reading room would be demolished, although portions of the Delivery Room might be reconstructed flanking the colonnaded aisles around the main staircase.

5. Spatial Compatibility:

   Good. The foyer and staircase would be a spectacular way to arrive at the Theater. Some of the reading room space may he usable as small performance or rehearsal space.

6. Usable Area:

   Good. The space is fairly efficiently used. The capacity of the theater is controlled by the north-south dimensions of the existing building, which sets the 1500-1800 seat limit.

7. Functional Layout:

   Excellent. Public circulation has a nearly ideal relationship to the theater, and service spaces can be well located.

8. Public Circulation:

   Excellent. Circulation is direct, efficient, and has a strong role in creating drama outside the theater itself.

9. Service Circulation:

   Excellent. Both kinds of service needs are well provided for: stage service off the street and adjacent to the stage, and a below grade loading facility.

10. Relative Cost:

    Fair. The costs associated with this use are high relative to the other uses, primarily because of the specialized nature of the space needed.

Mixed Cultural Uses

The mixed use section examines several ways of combining uses within the building. This effort follows from the observation that many of the single uses would have to be rather large institutions to fully utilize the building. This is especially so if the site zoning envelope is filled out, which is desirable for urban design reasons. It is also apparent from some of the single use studies that certain types of uses fit some portions of the building better than others.

Mixed Use "A", the most ambitious combination of uses, is illustrated in the same way as single use options as an example of the mixed use idea. It should be noted that in the effort to "optimize" the fit of Mixed Cultural Use A within the building, the option which represents the largest scope of development, and the largest cost, has been chosen. In order to suggest the flexibility of this type of program, several other mixed-use options are also described, without illustrations, to demonstrate the potential of the mixed use idea. The combinations outlined here are obviously not exhaustive. There are undoubtedly many other ways to mix uses in this building.

Mixed Use "A" combines a large variety of arts and art related functions into a visual and performing arts complex. In order to maximize the variety and size of the individual uses, it utilizes the existing building and adds three floors plus basement on the 45 Hyde site. Floors are constructed at each level in existing light wells and stairs.

The size and location of the individual uses is a product of an assumption about the "reasonable size" of each use. Combined with an attitude toward where uses fit best in the building based on the size, shape, and nature of existing spaces and potential new spaces.

Mixed Use "A" includes the following uses:

1. A ±600 seat performing arts theater.
2. A small flexible theater or auditorium space.
3. A formal meeting room for ±40 persons.
4. A multi-purpose space where a wide variety of performances or exhibits could be housed.
5. Practice spaces for the performing arts.
6. Gallery space.
7. An arts library.
8. A quantity of smaller rooms to be used as offices, studios, practice, or recital rooms.
9. Administration space.
10. A flexible outdoor space with access to sunlight.
11. All attendant and support areas required by these various uses.

This many arts related uses results in a comparatively complicated matrix of the various spaces. A simple floor-by-floor description of uses is the simplest way to outline Mixed Use "A".

All the significant spaces are retained and used in a way appropriate to their character. The south reading room on the second floor is divided into several large areas, but this ought to be able to be done without compromising the special nature of the space.

There are two public entrances at street level (ground floor). The existing entry foyer with grand stair, supplemented with new elevators, gives access to all floors of the building. A separate theater entrance is located at the corner of Hyde and Fulton. An entry court (covered or uncovered) would be created at grade and entry to a lower lobby space at this level would give access to box office, check rooms, and vertical transportation to the theater lobby on the second floor directly above. The theater lobby is also accessible from the grand stair/"Delivery Room" space so that one or both entrances could be used for performances.

Off the Larkin Street main entrance is a separate lobby for the smaller assembly space, located on the ground floor to the north of the grand stair. Depending on the building program this space could be an auditorium with a 200 to 250 seat capacity or an in-the-round or other highly flexible theater space seating 150 to 200 persons.

The stage and theater backup spaces (shops, dressing rooms, etc.) are at this level as is off-street loading for the theater only. All other truck access for the complex is at the basement level served by a ramp down off Hyde Street. Truck turn-around and separate docks would be possible for the other major functions (kitchen, gallery, general) at the basement. In addition to the mechanical plant, the basement would house general receiving and storage as well as the shops, curatorial spaces, and storage for the gallery on the second floor.

The remainder of the ground floor houses a formal meeting room seating up to 40 persons in a board room arrangement or somewhat in greater numbers in other configurations. A dining room, or a combination of a dining room and private dining rooms, occupies the center of the south portion of the floor served by a kitchen on this floor. Kitchen access to deliveries is by elevator to the truck dock and storage area below.

The second floor houses three major uses in the center. The 600 seat theater and lobby occupy all of the 45 Hyde Street site and a portion of the south wing of the existing building. The theater lobby uses approximately half of the south reading room. It is assumed that the architectural character of this room would be retained with modifications at the floor level to accommodate access to the theater. The theater, entered from the rear, is a single floor sloping down toward McAllister Street. It allows for an orchestra pit, and stage depth is sufficient for most productions. The stage and loft is sized for professional companies, and, thus, the loft enclosure would be approximately 90 feet above grade, which exceeds the height limit on this block by 10 feet, shown in the layout on the McAllister Street facade.

The areas flanking the grand stair would be opened up through the columned wall to new space behind and this, combined with the presentation room is the multi-purpose space. This very tall space (24 feet tall flanking the great stair and 42 feet in the Delivery Room) could be used inventively for events that cannot be accomodated by the typical gallery or theater space. When not in use, the great stair and Delivery Room can be the general circulation for the center, as it is for a number of other uses. Elevator banks are arranged so that all the elements of the center are accessible without using the grand stair and presentation room.

Gallery space occupies the west reading room, half of the south reading room, and the north stack wing. The reading rooms would be kept intact and would have the same qualities described in the Museum Use section of this report.

The third floor can house an arts library in the present reading room and adjacent corner spaces (this could be easily traded off for more gallery space). A series of spaces on the south are flexible enough to be used for arts related offices, practice spaces, or other similar uses. General administration takes up the remainder of the floor.

A large roof terrace outdoor space is provided on the roof over the theater. This could be a small amphitheater, a garden court, or some other variety of outdoor gathering space deemed appropriate. It could combine sculpture exhibits with dramatic performances or simply be a pleasant place to take a break. Because of building height limits to the east, south, and west, the terrace would be in full sun whenever it is shining. Wind screening, properly designed, could be provided.

Mixed Use "A" illustrates a very rich combination of arts and arts related uses in one building. One reason for this particular mix is to demonstrate just how flexible the expanded existing Library is. We have found that this particular mixture does in fact work very well within the assumptions of this study. It is also apparent that this Mixed Use "A" combination would be rather costly relative to some of the other uses studied. This is simply because the inclusion of a performing arts theater (which is a high cost per square foot) with many other uses becomes a complicated building.

There are clearly many other combinations of uses possible in this building. Without trying to be exhaustive, following is a tabulation of several other reasonable combinations of uses, Mixed Uses, for this building. There is no particular preference for these combinations, to the exclusion of other possible ones.

MIXED USE A (summary of previous section)

Basement	Ground Fl	2nd Floor	3rd Floor
Service	Assembly (1)	Assembly (2)	Administration
	Dining	Gallery (3)	Library
	Admin.	Multiuse	Outdoor Terrace
	Meeting		Studios

(1) 4,500 s.f. small theater or auditorium
(2) 600 seat theater
(3) 18,000 s.f. of gallery space on one floor

MIXED USE B Mixed use emphasizing Gallery space

Basement	Ground Fl	2nd Floor	3rd Floor
Service	Assembly (1) Dining Admin. Meeting Gallery (2)	Gallery (2) Multiuse	Admin. Gallery (2) Outdoor Terrace

(1) 4,500 s.f. small theater or auditorium
(2) 66,000 s.f. of gallery space on three floors

MIXED USE G Major Museum with large Gonference/Educational Facility

Basement	Ground Fl	2nd Floor	3rd Floor
Service	Gallery (1) Dining Admin.	Gallery (1) Auditorium (2)	Gallery (1) Meeting & Backup Admin.

(1) 48,000 s.f. gallery space on three floors
(2) 600 seat auditorium

MIXED USE D Museum Use with a Small Performing Arts Theater

Basement	Ground Fl	2nd Floor	3rd Floor
Service	Theater (1) Theat. Backup Dining Admin. Gallery (2)	Theater (1) Theat. Lobby Gallery (2)	Admin. Gallery (2)

(1) 600 Seat Performing Arts Theater
(2) 53,000 S.F. of Gallery space on three floors

MIXED USE E 45 Hyde Street as Office Space, Re-use of Library building separate

120,000 gross s.f. of office space, with the potential of several levels of parking below grade. (45 cars per floor with self park, 90 valet).

MIXED USE F 45 Hyde Street as office space, interconnected to the third floor of the existing Library building. Museum use in the rest of the Library building.

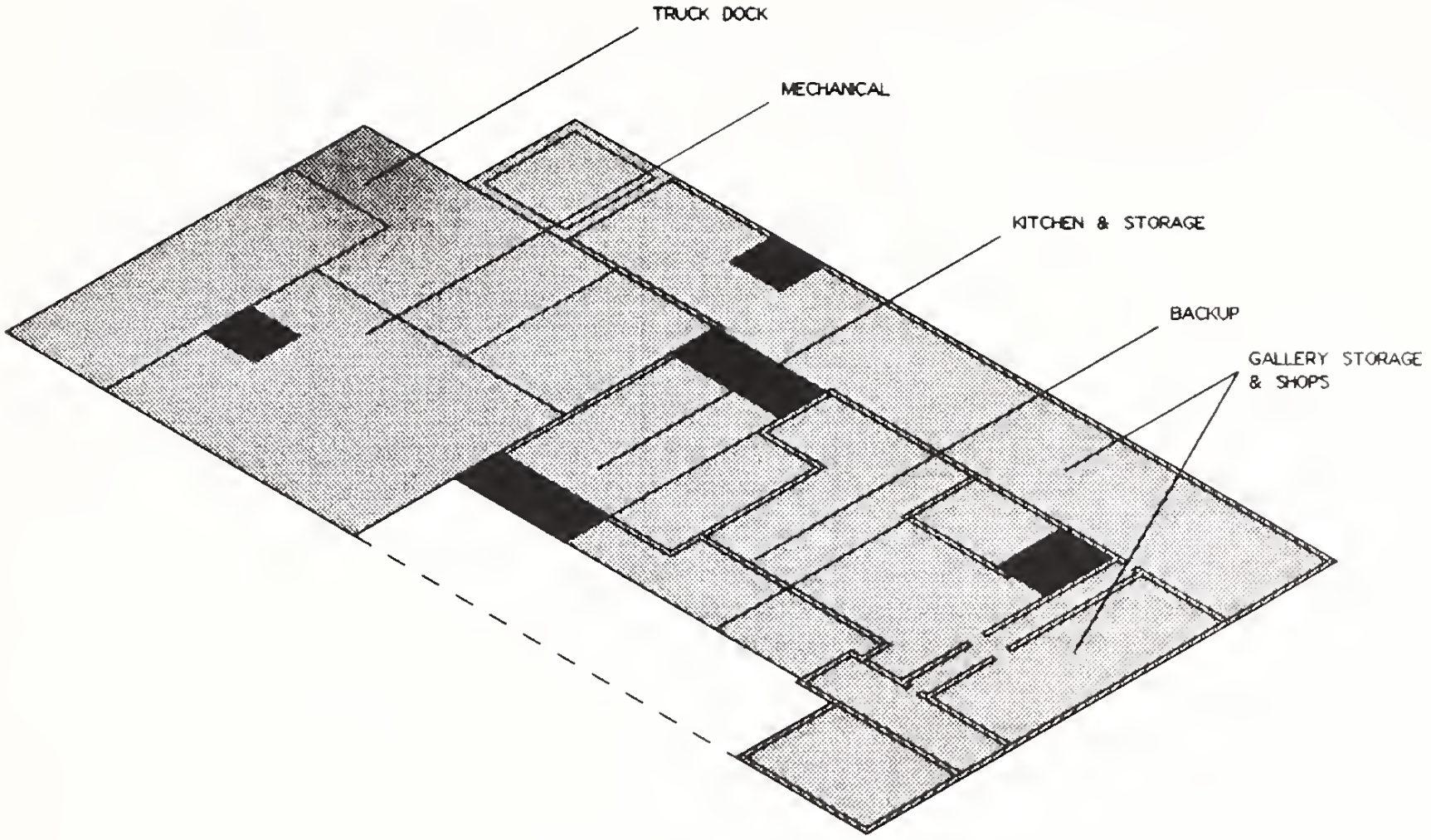
45 Hyde

6 floors of office space = 120,000 gross s.f. (2)

Library

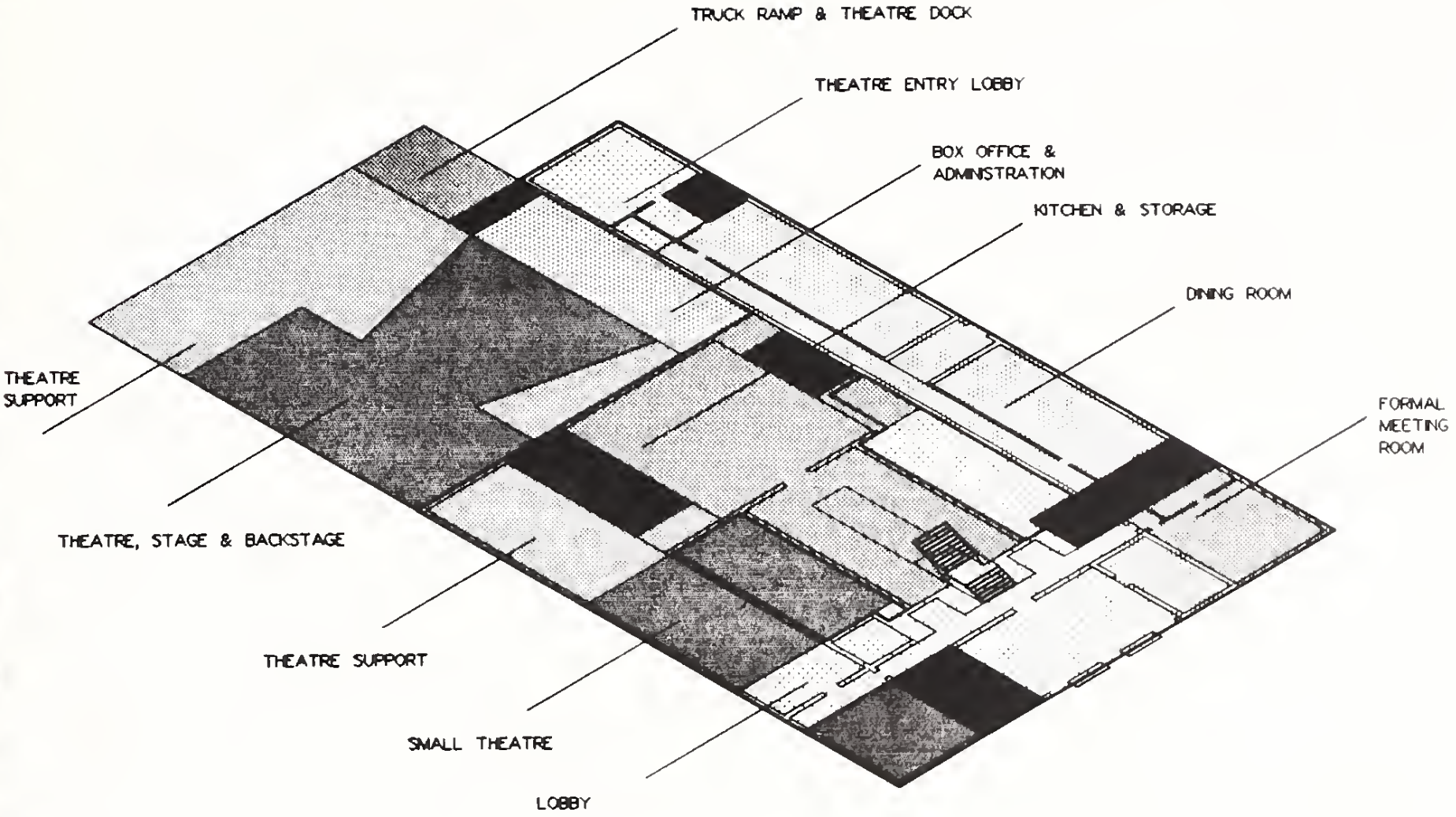
Basement	Ground Fl	2nd Floor	3rd Floor
Service	Gallery (1) Dining Admin.	Gallery (1)	Office (2)

(1) 34,000 s.f. gallery space on two floors
(2) 147,000 gross s.f. office space total



SAN FRANCISCO PUBLIC LIBRARY
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MIXED USE A
PLAN: BASEMENT



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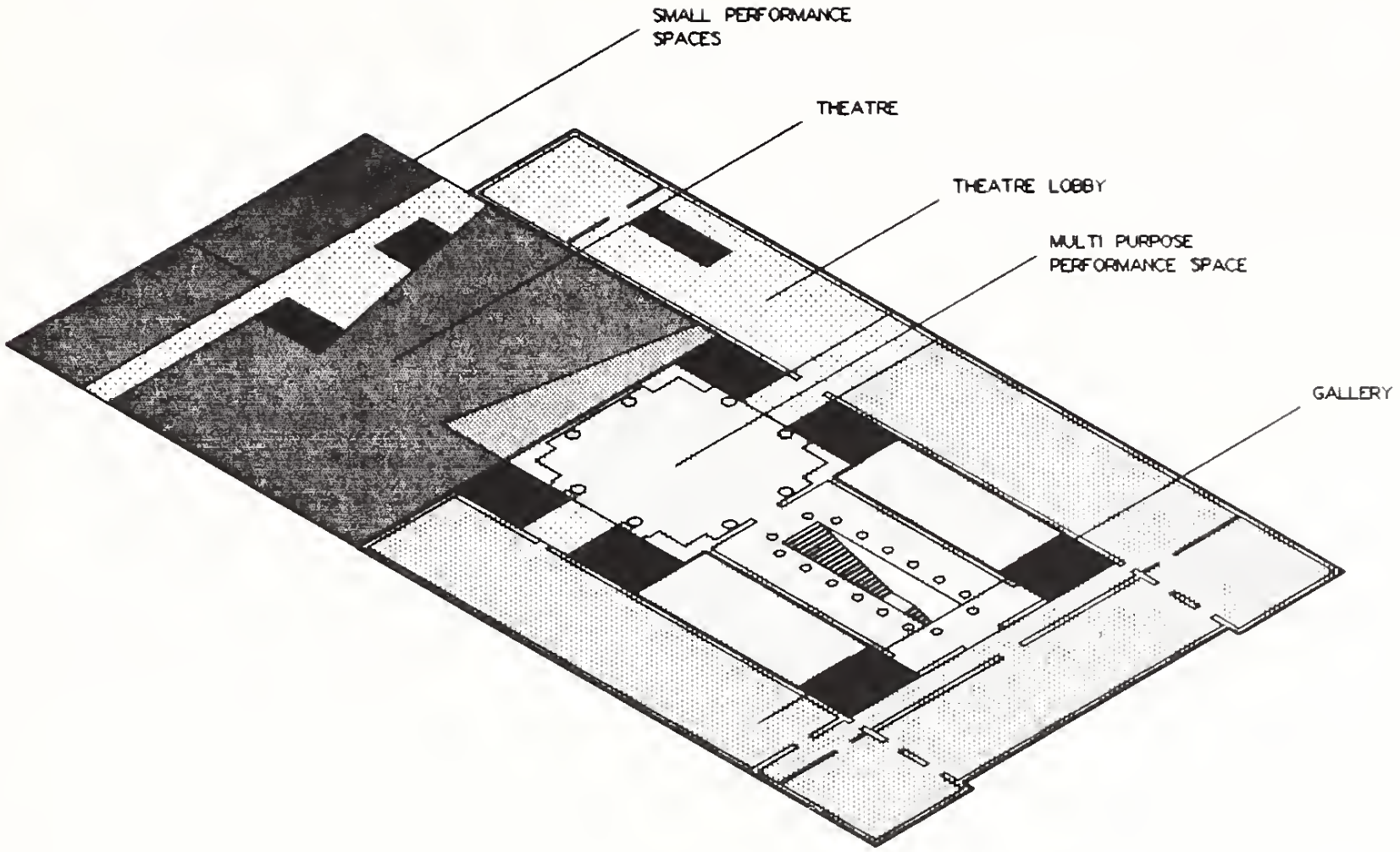
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MIXED USE A
PLAN: GROUND FLOOR



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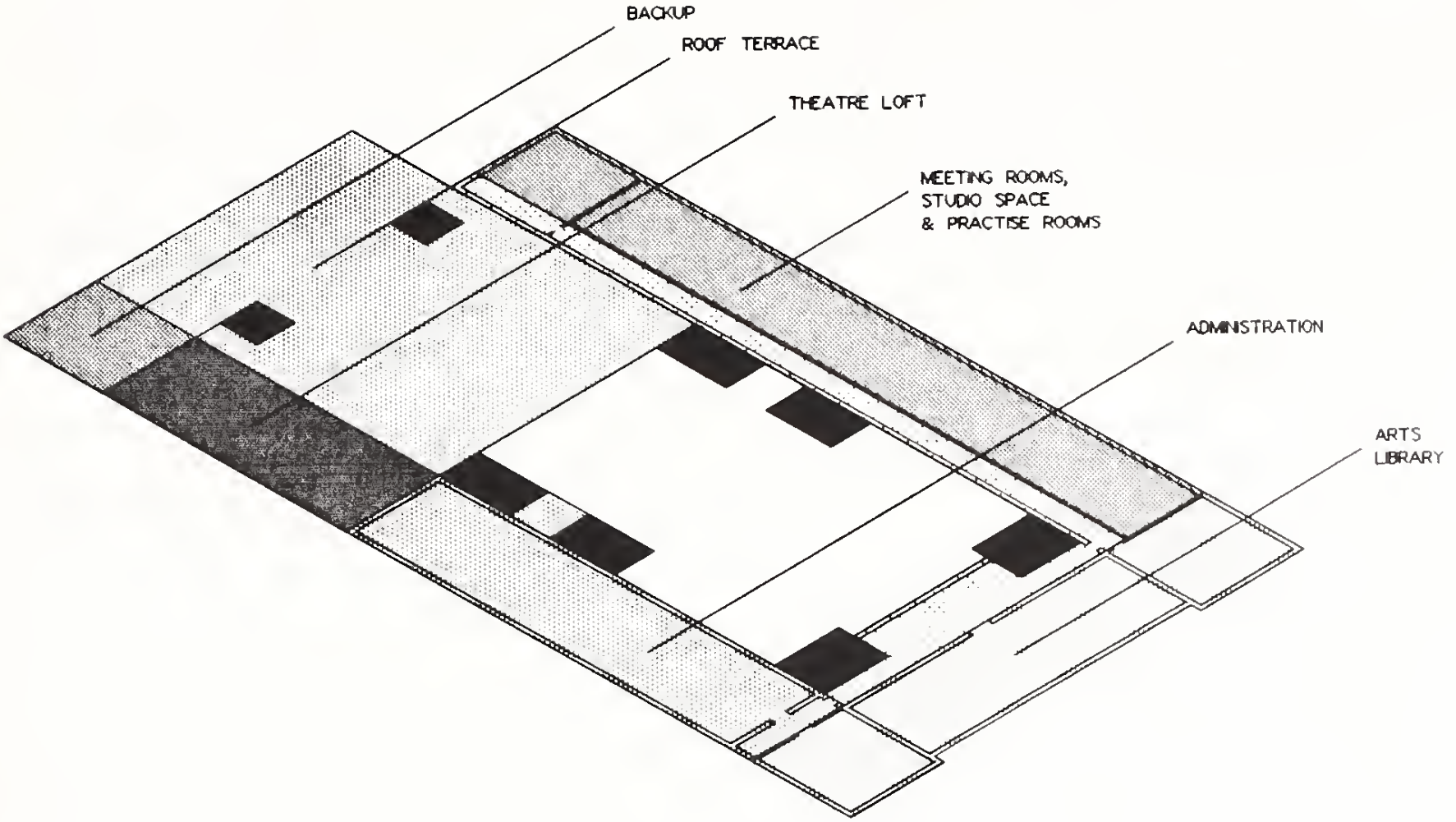
ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MIXED USE A
PLAN: SECOND FLOOR



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ALTERNATE USES STUDY
SKIDMORE OWINGS & MERRILL

MIXED USE A
PLAN: THIRD FLOOR

SAN FRANCISCO PUBLIC LIBRARY
Mixed Use A
Areas in Gross Square Feet

FLOOR	PUBLIC CIRC.	ASSEMBLY	DINING	ADM.	GALLERY	MULTIUSE	LIBRARY	TERRACE	STUDIO /MTG.	SERVICE	CORES	TOTAL
Bsmt										54,500[1]	3,000	57,500
Grnd	10,500[4]	19,500[2]	7,000	4,000					2,000	7,500[3]	4,500	55,000
2nd	8,500[5]	13,000[8]			18,500	11,500					4,500	56,000
3rd	4,500			6,500			7,500	13,000[6]	8,000	2,000	4,000	45,500[7]
												214,000

1) Mechanical, Dock & Truck Turnaround, Receiving for Kitchen, House & Gallery, Storage
2) 4,500 SF Small Theater, 7000 SF Stage for 600 Seat Theater, & Theater Backup (Side Stage, Shops, Receiving Area)
3) Includes Kitchen
4) Includes Theater Lobbies
5) Includes Theater Lobby
6) Maximum - Occupiable Area Would Be Smaller Depending on Program
7) Does not Include Terrace Area
8) 600 Seat Theater

Order of Magnitude Costs

Estimated costs for new and modified construction:	$23 - $26 million
Allowance for architectural restoration:	$3 million
Allowance for specific program requirements:	$5 million
Total construction costs	$31 - $34 million
Plus 10% contingency	$34 - $37 million
Plus 17% for expenses of administering project	$40 - $43 million

Evaluation Criteria: Mixed Cultural Use

1. Cultural Use:

   Excellent. Like the Museum and Theater Uses, the Mixed Cultural Use would add cultural uses to the Civic Center.

2. Civic Business:

   Fair. If the City sponsors the mixed uses, they may play a role in accomplishing City business goals.

3. Urban Design:

   Fair. The Mixed Cultural Use would bring very desirable public activity to the Civic Center, and the block is filled out with new construction. The 600 seat performing arts theater, however, requires a flyloft 90 feet in height which must be placed along McAllister Street, resulting in an extremely large blank wall on a major street facade. If the stage and flyloft are reoriented to Hyde Street, the theater may be reduced in size.

4. Significant Spaces:

   Excellent. The Mixed Cultural Use alternative is planned around the successful use of the significant spaces as public circulation and gallery spaces, and this use probably provides the maximum public access to the significant spaces.

5. Spatial Compatibility:

   Excellent. The Mixed Cultural Use alternative is based on using existing spaces for the uses for which they are most compatible.

6. Usable Area:

   Excellent. A high amount of cultural use space is provided relative to the public circulation space.

7. Functional Layout:

   Good. Spaces lay out relatively well.

8. Public Circulation:

   Excellent. The public is well oriented from the entry sequence throughout the building.

9. Service Circulation:

   Good. A new underground loading dock and service elevators can provide excellent access to those spaces which most need service access. Because of the dispersed uses, however, some spaces may be remote from direct service.

10. Relative Cost:

    Good. The Mixed Cultural Use allows the building to be tailored to uses which fit it well, so most of the costs are for new construction and are below average or reasonable for a facility of this kind.

Evaluation Summary and Conclusions

On the following page is a table summarizing the results of the evaluation of the uses considered in this study. As outlined in the Evaluation Criteria section, the purpose of this evaluation is to provide information about the "trade-offs" involved in the consideration of the fit of these uses within the building, and their success relative to each other, rather than to arrive at any single choice.

The general outline of the results is fairly clear. The Museum and Mixed Cultural Use alternatives appear to have a remarkably good fit within the building, particularly when the 45 Hyde site addition is made to fill out the site, and to provide a new gallery or assembly space, as well as new service spaces.

The Conference Center and Theater uses also have a good fit, once substantial changes are made to the existing building. The Conference Center appears to be reasonably cost-effective as well, particularly for the option with an addition. The Theater/ Performing Arts use requires the elimination of a number of the significant spaces, and has a higher relative cost.

The Civic Office use appears to be the weakest of the five, although the option which places gallery space in the reading rooms is more attractive than the other three. The problems with this use seem to arise primarily from a lack of spatial compatibility: the space the Library building has to offer doesn't make for very good office space. It also does not appear that the office space would be competitive with new construction.

SOM recommends that the Alternate Uses study be followed with Feasibility Studies for each successful use for which there is sufficient interest. These further studies would address market, demand, specific program and design requirements and income potential.

Summary of Evaluations Using Criteria

	Museum			Office				Conference		Theater	Mixed
	A	B	C	A	B	C	D	A	B	A	A
	No addition 136,000 sf $25-$27 m	Gallery addition 217,000 sf $39-$42 m	Auditorium addition 212,000 sf $39-$42 m	No addition 153,000 sf $25-$27 m	Office addition 289,000 sf $42-$49 m	Museum option 271,000 sf $39-$42 m	Replace Interior 436,000 sf $65-$75 m	No addition 153,000 sf $26-$28 m	with addition 222,000 sf $36-$41 m	with addition 176,000 sf $43-$48 m	with addition 201,000 sf $40-$43 m
1. Cultural Use	exc	exc	exc	poor	poor	good	poor	fair	fair	exc	exc
2. Civic Business	fair	fair	fair	exc	exc	exc	exc	good	good	poor	fair
3. Urban Design	fair	exc	exc	poor	fair	good	fair	fair	good	exc	fair
4. Significant Spaces	exc	exc	exc	fair	poor	exc	poor	good	fair	fair	exc
5. Spatial Compatability	exc	exc	exc	poor	poor	fair	poor	exc	exc	good	exc
6. Usable Area	good	exc	exc	poor	fair	fair	exc	good	exc	good	exc
7. Functional Layout	good	good	good	poor	fair	fair	poor	exc	exc	exc	good
8. Public Circulation	exc	exc	exc	poor	fair	fair	exc	exc	exc	exc	exc
9. Service Circulation	fair	exc	exc	good	good	good	exc	fair	exc	exc	good
10. Cost Efficiency	good	good	good	fair	fair	fair	poor	good	good	fair	good